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Part VII
Public information

Section 27
Public information

(Programme 23 of the biennial programme plan and priorities for the period 2008-2009)**

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* A summary of the approved programme budget will subsequently be issued as *Official Records of the General Assembly, Sixty-second Session, Supplement No. 6* (A/62/6/Add.1).

** *Official Records of the General Assembly, Sixty-first Session, Supplement No. 6* (A/61/6/Rev.1).

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Overview

27.1 The central purpose of the programme is to help fulfil the substantive aims of the United Nations by strategically communicating the activities and concerns of the Organization in order to achieve the greatest public impact. The responsibility for the programme is vested in the Department of Public Information both at Headquarters in New York and in the worldwide network of United Nations information centres, information components and regional information centres and services, where applicable. The mandate of the Department is contained in General Assembly resolution 13 (I). The Department's work is guided by the priorities laid down by the Assembly and its subsidiary body, the Committee on Information, through resolutions on questions relating to information, the most recent of which are General Assembly resolutions 60/109 A and B. The Department is further guided by Assembly resolution 60/1, the 2005 World Summit Outcome.

27.2 The Department seeks to promote global awareness and enhanced understanding of the work and issues of the United Nations. To this end, and using the United Nations Millennium Declaration as well as resolution 60/1 as its guide, the Department will focus on priority issues for the Organization, including the eradication of poverty, conflict prevention, sustainable development, human rights, dialogue among civilizations, the HIV/AIDS epidemic, combating terrorism in all its forms and manifestations, the needs of the African continent and coverage of United Nations peacekeeping efforts. As the Department responsible for the communication policies of the United Nations, the Department of Public Information works closely with substantive offices of the United Nations system to deliver effective and targeted information programmes on the aforementioned key areas, including global conferences and observances. It aims to reach audiences worldwide through intermediaries such as the media, governmental and non-governmental organizations (NGOs), educational institutions, business and professional organizations and other segments of civil society.

27.3 To accomplish its mission, the work of the Department is driven by the following core strategies: a new client orientation that emphasizes a closer working relationship with the substantive departments and offices of the Secretariat and the organizations and bodies of the United Nations system in developing communication campaigns that advance the substantive objectives of the Organization; the targeted delivery of its communication products and services to global audiences, particularly influential opinion leaders and youth; the enhanced use of the latest information and communication technologies, in both the traditional and electronic media, to deliver information directly and instantaneously worldwide; the building of an expanded grass-roots support base through partnerships with civil society organizations; and the parity of official United Nations languages in preparing news and communications materials.

27.4 Within this framework, special efforts will be made to ensure that gender mainstreaming is incorporated into the design of public information products and activities, particularly those at the core of the various promotional campaigns for the United Nations system that are spearheaded by the Department.

27.5 It will be recalled that in its decision 3/104, the Human Rights Council requested the Secretary-General to report to the General Assembly at its sixty-first session, at the earliest possible date, on ways and means to guarantee the provision of, inter alia: (a) conference services, including interpretation; (b) webcast transmission; (c) translation of documentation into the official languages of the United Nations in a timely manner; and (d) adequate funding to provide timely financing for unforeseen extraordinary expenses. Accordingly, requirements relating to implementation of that decision have not been included in the present proposals. Following consideration and decision of the General Assembly on the proposals and related resource requirements to be submitted to the Assembly at its sixty-first session, the continuing costs for the

biennium 2008-2009 would be incorporated as necessary in the budget appropriation at the time of adoption of the programme budget for the biennium 2008-2009 in December 2007.

27.6 The issue of publications as a part of the programme of work has been reviewed in the context of each subprogramme. It is anticipated that recurrent and non-recurrent publications will be issued as summarized in table 27.1 and as described in the output information for each subprogramme.

Table 27.1 **Summary of publications**

Publications	*2004-2005 actual*	*2006-2007 estimate*	*2008-2009 estimate*
Recurrent	83	84	74
Non-recurrent	4	1	—
Total	**87**	**85**	**74**

27.7 For the purpose of presenting the proposed programme budget for the Department of Public Information, the organizational units have been broadly grouped under the three subprogrammes, as indicated in table 27.2.

Table 27.2 **Organizational units responsible for carrying out the programme of work**

Subprogramme	*Responsible entity*
1. Strategic communication services	Strategic Communications Division, including information activities on Palestine, and the United Nations information centres, services and information components of United Nations offices
2. News services	Office of the Spokesperson for the Secretary-General and News and Media Division
3. Outreach and knowledge-sharing services	Outreach Division, which includes the Civil Society Service, the Dag Hammarskjöld Library and Knowledge-Sharing Centre, other United Nations libraries, as applicable, the Sales and Marketing Section and the secretariat of the Publications Board

27.8 The overall resources required for the biennium 2008-2009 for section 27 amount to $179,349,000 before recosting, reflecting a net increase of $497,200 (0.3 per cent). The net increase in resource requirements under the section is summarized as follows:

(a) The decrease of $540,300 under programme of work relates to:

(i) A net decrease of $139,500 under subprogramme 1, resulting largely from decreased requirements in contractual services, supplies and materials; the net effect of the proposed establishment of five new national officer posts and the abolition of five local level posts, partially offset by an increase under grants and contributions for management fees of the United Nations Development Programme (UNDP);

(ii) A net decrease of $533,100 under subprogramme 2, driven by reductions in most non-post costs, particularly contractual services, supplies and materials, and furniture

and equipment, partially offset by an increase in post costs, which primarily reflects the delayed impact of the establishment of four new Professional posts (P-4) in 2006-2007;

(iii) A net decrease of $299,100 under subprogramme 3, comprising a reduction for most non-post costs, partially offset by an increase in general operating expenses, grants and contributions, and posts, which reflects the inward redeployment of a P-2 post from subprogramme 2 and the outward redeployment of a General Service (Other level) post to programme support;

(iv) An increase of $431,400 under special conferences, partially offset by one-time requirements associated with the public information activities that relate to special conferences held in the biennium 2006-2007;

(b) The net increase of $1,037,500 under programme support comprises $143,600 for posts, reflecting the inward redeployment of one General Service (Other level) post from subprogramme 3, and $893,900 under non-post requirements relating to contractual services and general operating expenses, owing mainly to contributions to the cost of the central data-processing infrastructure and services, partially offset by reduced requirements in other staff costs, supplies and materials, and furniture and equipment.

27.9 During the biennium 2008-2009, projected extrabudgetary resources amounting to $7,052,500 will supplement resources from the regular budget to finance various activities, such as technical advisory services, training, workshops, seminars and field projects.

27.10 Pursuant to General Assembly resolution 58/269, resources identified for the conduct of monitoring and evaluation total $3,996,600, of which $3,939,500 relate to regular budget and $57,100 relate to extrabudgetary resources. Under the regular budget, $3,796,500 is attributable to posts, $101,000 for consultants, and $42,000 for other costs, whereas the entire $57,100 under extrabudgetary resources is related to posts.

27.11 The estimated percentage distribution of the resources of the programme in the biennium 2008-2009 is as shown in table 27.3.

Table 27.3 **Distribution of resources by component**

(Percentage)

Component	*Regular budget*	*Extrabudgetary*
A. Executive direction and management	1.8	—
B. Programme of work		
1. Strategic communication services	37.6	43.8
2. News services	34.8	2.2
3. Outreach and knowledge-sharing services	20.8	54.0
Special conferences	0.5	—
Subtotal B	**93.7**	**100.0**
C. Programme support	4.5	—
Total	**100.0**	**100.0**

27.12 The distribution of resource requirements is summarized in tables 27.4 and 27.5.

Table 27.4 **Resource requirements by component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	*2004-2005 expenditure*	*2006-2007 appropriation*	*Resource growth*		*Total before recosting*	*Recosting*	*2008-2009 estimate*
			Amount	*Percentage*			
A. Executive direction and management	2 726.0	3 233.8	—		3 233.8	181.5	3 415.3
B. Programme of work	150 293.7	168 496.9	(540.3)	(0.3)	167 956.6	9 860.8	177 817.4
C. Programme support	5 517.0	7 121.1	1 037.5	14.6	8 158.6	509.8	8 668.4
Subtotal	**158 536.7**	**178 851.8**	**497.2**	**0.3**	**179 349.0**	**10 552.1**	**189 901.1**

(2) *Extrabudgetary*

Source of funds	*2004-2005 expenditure*	*2006-2007 estimate*	*2008-2009 estimates*
(a) Services in support of:			
(i) United Nations organizations	—	—	
(ii) Extrabudgetary activities			
Support to extrabudgetary substantive activities			
Peacekeeping operations	816.6	937.7	1 365.3
(b) Substantive activities			
Trust Fund for Economic and Social Information	559.7	475.4	—
Development Forum Trust Fund	2 074.1	2 295.3	2 538.1
Trust Fund for Expanding Public Information Activities in Japan	162.2	350.7	422.8
Trust Fund for International Cooperation and Development	209.8	—	—
Trust Fund for Jointly Financed Information Projects	—	71.8	153.4
Trust Fund of the United Nations International Partnership	203.1	17.2	—
Trust Fund for Education and Communication	1 016.7	1 225.1	1 267.7
Ad hoc government contributions	1 049.3	1 243.0	1 305.2
Subtotal	**6 091.5**	**6 616.2**	**7 052.5**
Total (1) and (2)	**164 628.2**	**185 468.0**	**196 953.6**

Table 27.5 **Post requirements**

Category	*Established regular budget posts*		*Temporary posts*					
			Regular budget		*Extrabudgetary*		*Total*	
	2006-2007	*2008-2009*	*2006-2007*	*2008-2009*	*2006-2007*	*2008-2009*	*2006-2007*	*2008-2009*
Professional and above								
USG	1	1	—	—	—	—	1	1
D-2	4	4	—	—	—	—	4	4
D-1	20	20	—	—	—	—	20	20
P-5	37	37	—	—	—	—	37	37
P-4/3	163	163	—	—	3	3	166	166
P-2/1	60	60	—	—	1	1	61	61
Subtotal	**285**	**285**	**—**	**—**	**4**	**4**	**289**	**289**
General Service								
Principal level	9	9	—	—	—	—	9	9
Other level	231	231	—	—	9	10	240	241
Subtotal	**240**	**240**	**—**	**—**	**9**	**10**	**249**	**250**
Other								
Local level	184	179	—	—	—	—	184	179
National Officer	39	44	—	—	—	—	39	44
Subtotal	**223**	**223**	**—**	**—**	**—**	**—**	**223**	**223**
Total	**748**	**748**	**—**	**—**	**13**	**14**	**761**	**762**

A. Executive direction and management

Resource requirements (before recosting): $3,233,800

27.13 The Under-Secretary-General for Communications and Public Information is responsible for the overall direction and strategic management of United Nations communications and public information, both at Headquarters and in the field. The Under-Secretary-General establishes departmental policies and guidelines, deals with specific policy and management issues and problems, and is responsible for the administrative, financial and personnel management of the Department. Furthermore, the Under-Secretary-General is responsible for the direction of committee liaison functions performed by the Department with regard to intergovernmental bodies, such as the Committee on Information, and the United Nations Communications Group.

27.14 The Under-Secretary-General evaluates and reports on the programme performance of the Department through the Evaluation and Communications Research Unit. The Unit is responsible for assessing the impact of public information programmes and activities. The Unit provides technical support to staff in analysing media coverage and collecting data on target audience needs and assists programme managers in complying with the internal annual programme impact review.

27.15 Part of the reform effort of the Department of Public Information, initiated in 2002, was the introduction of an annual programme impact review. By institutionalizing assessment through the annual review, the Department has sought to make self-evaluation an integral part of the daily work of programme managers and to ensure the systematic evaluation of its main product and

service lines. Focusing on impact has enabled the Department to articulate the ways in which it promotes an enhanced understanding of the work of the Organization and to more closely align the work of the Department with the needs of its target audiences. The Department submitted a report to the Committee on Information on 10 February 2006 on the completion of the first three years of the annual programme impact review (see A/AC.198/2006/4 and Corr.1).

Table 27.6 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To support the work of the Secretary-General and the substantive purposes of the United Nations by strategically communicating the activities and concerns of the Organization to achieve the greatest public impact.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Timely recruitment and placement of staff	(a) Reduction in the average number of days a Professional post remains vacant *Performance measures* 2004-2005: 374 days Estimate 2006-2007: 325 days Target 2008-2009: 275 days
(b) Improved geographical representation and gender balance of staff	(b) (i) Increased percentage of staff recruited from unrepresented and underrepresented Member States *Performance measures* 2004-2005: 5 per cent Estimate 2006-2007: 25 per cent Target 2008-2009: 25 per cent (ii) Increased percentage of women at the Professional level and above for appointments of one year or more *Performance measures* 2004-2005: 53 per cent Estimate 2006-2007: 53 per cent Target 2008-2009: 53 per cent

(c) Increased timeliness of submission of documentation	(c) Increased percentage of pre-session documents submitted in accordance with the required deadline *Performance measures* 2004-2005: 92 per cent Estimate 2006-2007: 95 per cent Target 2008-2009: 98 per cent
(d) A strengthened culture of communication and coordination in public information within the Secretariat and among United Nations system partners	(d) Percentage of United Nations Communications Group members who indicate that the Group's activities are useful to their public information work *Performance measures* 2004-2005: 68 per cent Estimate 2006-2007: 70 per cent Target 2008-2009: 75 per cent

External factors

27.16 The Office of the Under-Secretary-General is expected to achieve its objectives and expected accomplishments on the assumption that intergovernmental bodies and other stakeholders continue to support the work of the Department of Public Information.

Table 27.7 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	3 058.3	3 058.3	12	12
Non-post	175.5	175.5	—	—
Total	**3 233.8**	**3 233.8**	**12**	**12**

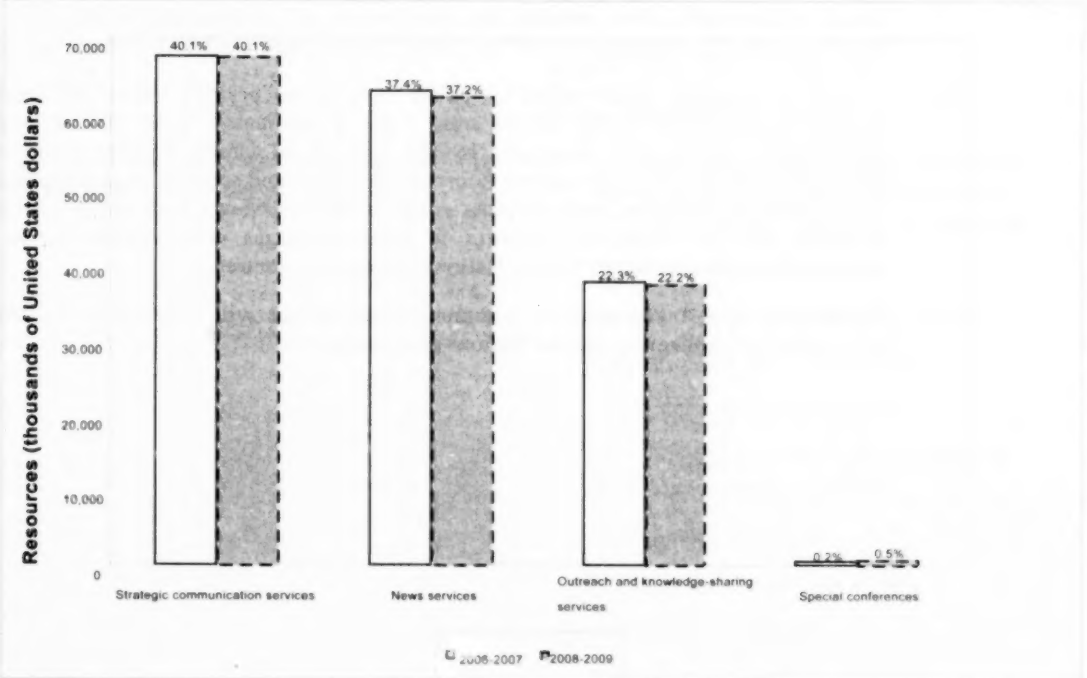
27.17 The amount of $3,233,800 provides for the continuation of six Professional and six General Service (Other level) posts and non-post resources for: (a) evaluation services; (b) travel of staff; and (c) other operational requirements to enable the Office of the Under-Secretary-General to undertake its responsibilities for the overall direction and strategic management of United Nations communications and public information. The component comprises the Office of the Under-Secretary-General (1 USG, 1 D-1, 1 P-5 and 4 General Service (Other level)) and the Evaluation and Communications Research Unit (1 P-4, 1 P-3, 1 P-2 and 2 General Service (Other level)).

B. Programme of work

Table 27.8 **Resource requirements by subprogramme**

Subprogramme	Resources (thousands of United States dollars) 2006-2007	Resources (thousands of United States dollars) 2008-2009 (before recosting)	Posts 2006-2007	Posts 2008-2009
Regular budget				
1. Strategic communication services	67 520.0	67 380.5	354	354
2. News services	62 956.5	62 423.4	199	198
3. Outreach and knowledge-sharing services	37 641.9	37 342.8	161	161
Special conferences	378.5	809.9	—	—
Subtotal	**168 496.9**	**167 956.6**	**714**	**713**
Extrabudgetary	6 616.2	7 052.5	13	14
Total	**175 113.1**	**174 771.1**	**727**	**727**

Regular budget resource requirements by subprogramme



27.18 The activities of the organizational units that provide support in carrying out the public information programme under subprogramme 1, Strategic communication services, subprogramme 2, News services, subprogramme 3, Outreach and knowledge-sharing services, are included under the respective subprogramme.

Subprogramme 1
Strategic communication services

Resource requirements (before recosting): $67,380,500

27.19 The subprogramme will be implemented within the Department of Public Information by the Strategic Communications Division, which consists of the Communications Campaigns Service, the Information Centres Service, the network of United Nations information centres, information components and regional information centres and services, where applicable, and the Committee Liaison Unit.

27.20 The objective will be accomplished by providing greater strategic focus to the activities of the Department, including those of the network of United Nations information centres, information components and regional information centres and services, where applicable. Through the client planning process, the priority issues and activities of substantive departments will be identified and communications plans will be developed. These include publicizing key messages, reaching out to target audiences and employing the most appropriate tools. The United Nations Communications Group will be utilized to enhance the coordination of communications activities between the Department and the organizations of the United Nations family relating to those issues.

27.21 In order to generate better informed public opinion on priority issues, information products targeted at specialized media will be created and disseminated in the official languages of the Organization and in local languages by the network of United Nations information centres, information components and regional information centres and services, where applicable. Strategic media outreach activities, such as press conferences, interviews with senior officials and other activities, will be organized. Websites in local languages will continue to be created and maintained by the network of United Nations information centres.

27.22 Operational support and strategic communications advice will continue to be provided to the information components of United Nations peace missions.

Table 27.9 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To broaden understanding of and support for the work of the United Nations on priority thematic issues.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of media coverage on the thematic priority issues	(a) Higher percentage of balanced or favourable articles *Performance measures* 2004-2005: 79 per cent Estimate 2006-2007: 83 per cent Target 2008-2009: 87 per cent
(b) Clients' needs are met	(b) Higher percentage of clients expressing satisfaction with communication services *Performance measures* 2004-2005: 75 per cent Estimate 2006-2007: 77 per cent Target 2008-2009: 80 per cent
(c) Improved understanding at the local level of work carried out by the United Nations	(c) (i) Higher percentage of target audiences indicating that their understanding about the United Nations has grown or improved *Performance measures* 2004-2005: 70.5 per cent Estimate 2006-2007: 75 per cent Target 2008-2009: 80 per cent (ii) Increased number of page views of the subprogramme's websites *Performance measures* (Average page views per month) 2004-2005: 1.7 million Estimate 2006-2007: 2.4 million Target 2008-2009: 3.1 million

External factors

27.23 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that civil society institutions, redisseminators and other partners are able to participate in collaborative efforts of the United Nations, including at the local level, and that political and other external developments may significantly affect the level and nature of media interest in priority thematic issues of the United Nations.

Outputs

27.24 During the biennium, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: two-week annual session of the Committee on Information;

(ii) Parliamentary documentation: input to reports on public information activities related to human rights submitted to the General Assembly and the Economic and Social Council; inputs to various substantive reports to be submitted to the subsidiary bodies of the General Assembly and the Economic and Social Council on public information activities carried out by the Department, including the network of United Nations information centres, pursuant to the mandates established by the Assembly; reports and inputs to the annual reports on activities relating to information submitted to the Fourth Committee, the Committee on Information, the Committee on the Exercise of the Inalienable Rights of the Palestinian People and the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples;

(b) Other substantive activities (regular budget):

(i) Recurrent publications: *The United Nations and the Question of Palestine* (in six official languages);

(ii) Exhibits, guided tours, lectures: lectures, briefings, seminars and video screenings on United Nations issues and themes for government officials, representatives of the media, NGOs, educational institutions and other audiences, including exhibits at the national level;

(iii) Booklets, fact sheets, wallcharts, information kits:

a. Background note on peacekeeping operations and political and peacebuilding missions;

b. Development and dissemination of information materials designed for media outreach and for a general audience for distribution in the official languages of the United Nations and, through the network of United Nations information centres, in local languages;

c. Manuals, guidelines, reference tools and other materials to assist the work of staff in the network of United Nations information centres and services and United Nations field offices, including an online version of the United Nations Information Centre Manual and the United Nations information centre Directory;

d. Responses to public and media requests for information on United Nations priority thematic issues;

(iv) Press releases, press conferences:

a. Development of media outreach programmes, including soliciting media interviews, writing and placing opinion articles on thematic issues and developing and disseminating information materials;

b. Development of the logistical plans for media coverage of major global conferences and summits, representation on behalf of the Department in on-site planning missions, negotiations with the host Government on communication reports and the interdepartmental planning task force in connection with visits of the Secretary-General and other senior United Nations officials;

c. Organization and promotion of press conferences, briefings, round tables and panel discussions at the international, regional and national levels as part of a communication strategy to publicize United Nations events, publications and reports, to explain the outcome of negotiations or other United Nations activities on thematic issues and to assist organizations of the United Nations system with their public information outreach programmes;

d. Regular and ad hoc monitoring of local media and transmission to Headquarters of articles or summaries of articles and daily and/or weekly press reviews featuring major United Nations issues;

(v) Special events:

a. Development of strategic outreach activities, events and conferences to promote a specific priority issue or special observance of the United Nations and to strengthen partnerships between the United Nations and the media, civil society and other advocates at the international and national levels;

b. Educational programmes at the national level, such as Model United Nations conferences, or support in the development of curriculums on the United Nations;

(vi) Technical material:

a. Development and maintenance of an internal, field-oriented website, the Strategic Communications Network, for coordination, information-sharing and interaction within the Strategic Communications Division at Headquarters and in the field;

b. Development of information on priority thematic issues and maintenance of electronic lists of selected international media to enable strategic targeting via electronic and other means, including through personal contacts, to inform journalists about the work of the United Nations on priority thematic issues;

c. Maintenance of the United Nations Communications Group website;

d. Strategic analysis and assessment of global communications campaigns through targeted media monitoring and news clippings gathered by the Strategic Communications Division on priority issues;

(vii) Substantive servicing of inter-agency meetings:

a. Cooperation and information-sharing with the United Nations system, through United Nations country teams, with regional organizations and with NGOs;

b. Development of global communications strategies and information programmes on priority issues and for major global conferences and summits, through consultation with substantive offices and departments, to identify the priority issues and the main activities for promotion and coverage by the Department; identification of relevant tools to implement the strategies, such as promotional and information products and activities; identification of the time frames for implementing those activities and for producing the products;

c. Inter-agency coordination on specific priority communications campaigns through, among other things, meetings and task forces of the United Nations Communications Group and within the Department, including with the network of United Nations information centres, to ensure the implementation of thematic information programmes;

d. Maintenance of policy and programme coordination with UNDP in the management of information centres where the Resident Coordinator serves as the information centre Director;

e. Substantive servicing and documentation of the weekly meetings at Headquarters and the two-day annual session of the United Nations Communications Group;

(c) Technical cooperation (regular budget):

(i) Advisory services: development of strategic communication advice and planning tools for peace missions to assist their information components in the formulation of information strategies, and participation in and organization of task forces and seminars pertaining to the public information work of peace missions;

(ii) Training courses, seminars and workshops:

a. Group training in the field or at Headquarters for United Nations information centre directors, national information officers, library assistants, administrative assistants and staff of information components of peacekeeping and peacebuilding missions;

b. Training workshops or field trips for journalists to United Nations project sites, in cooperation with the local United Nations system partners, for local journalists in order to promote better understanding of United Nations issues and organization of training sessions for local United Nations librarians;

c. Annual training programme at Headquarters for Palestinian journalists and radio and television broadcasters.

Table 27.10 **Resource requirements: subprogramme 1**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	54 608.4	54 541.4	354	354
Non-post	12 911.6	12 839.1	—	—
Subtotal	**67 520.0**	**67 380.5**	**354**	**354**
Extrabudgetary	2 531.4	3 093.3	2	4
Total	**70 051.4**	**70 473.8**	**356**	**358**

27.25 The programme of activities under subprogramme 1, Strategic communication services, is carried out by the Strategic Communications Division, which includes information activities on the question of Palestine, the United Nations information centres, services and field offices. The requirements for each of the above components are set out below.

Table 27.11 **Resource requirements: Strategic Communications Division**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	12 512.7	12 512.7	54	54
Non-post	1 951.2	1 679.0	—	—
Subtotal	**14 463.9**	**14 191.7**	**54**	**54**
Extrabudgetary	937.7	1 365.3	2	4
Total	**15 401.6**	**15 557.0**	**56**	**58**

27.26 The amount of $14,191,700 provides for (a) the continuation of 29 posts in the Professional category and 25 General Service (Other level) posts ($12,512,700), and (b) non-post costs ($1,679,000), reflecting a decrease of $272,200 owing mainly to reduced requirements under contractual services and supplies and materials, partially offset by increases for travel of representatives. The resources requested provide for, inter alia, specialized temporary staff costs to maintain the multilingual website, travel of representatives to participate in media seminars and other operational requirements, such as general operating expenses, supplies and materials and furniture and equipment. The components comprising the Strategic Communications Division include Strategic Communications (1 D-2, 1 D-1, 3 P-5, 5 P-4, 5 P-3, 4 P-2 and 11 General Service (Other level) posts) and the Information Centres Service (1 D-1, 2 P-5, 3 P-4, 2 P-3, 2 P-2 and 14 General Service (Other level) posts).

Table 27.12 **Resource requirements: information activities on the question of Palestine**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Non-post	633.2	633.2	—	—
Total	**633.2**	**633.2**	—	—

27.27 The amount of $633,200 provides for the travel of journalists to and the organization of the annual training programme for Palestinian media practitioners, travel for participants in the annual International Media Seminar on Peace in the Middle East, contractual services, general operating expenses and supplies and materials.

27.28 Subprogramme 1, Strategic communication services, also includes public information services and activities implemented by the United Nations Information Service at Geneva, the United Nations Information Service at Vienna, the United Nations information centres and the information components in United Nations field offices. Those services and centres work through intermediaries, such as the media and local partners, to adapt global communications strategies for regional, national and local audiences. The distribution of resources among those organizational units is shown in tables 27.13 to 27.16.

Table 27.13 **Resource requirements: United Nations Information Service at Geneva**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	5 780.1	5 780.1	23	23
Non-post	1 284.1	1 269.1	—	—
Total	**7 064.2**	**7 049.2**	**23**	**23**

27.29 The amount of $7,049,200 provides for (a) the continuation of 11 Professional posts, 1 General Service (Principal level) and 11 General Service (Other level) posts ($5,780,100) to provide press and audio/visual coverage of major meetings and events, production of news (television, radio and Internet) programmes, public relations services, and coordinate public information actions with United Nation organs, specialized agencies and other entities based in Geneva, and (b) non-post requirements ($1,269,100), which reflect a decrease of $15,000 relating mainly to reduced requirements under contractual services, supplies and materials and furniture and equipment. The ongoing requirements primarily comprise other staff costs for press coverage of major meetings and events, contractual services for the production for television news and radio programmes, general operating expenses and furniture and equipment for the refurbishment of radio studios.

27.30 The proposed resources in this section exclude resource requirements arising from the Human Rights Council decision 3/104 (see para. 27.5 above).

Table 27.14 **Resource requirements: United Nations Information Service at Vienna**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	2 169.4	2 169.4	10	10
Non-post	319.6	287.5	—	—
Total	**2 489.0**	**2 456.9**	**10**	**10**

27.31 The resources indicated in table 27.14 will provide for the continuation of five posts in the Professional category, one General Service (Principal level) and four General Service (Other level) to provide press coverage and public relations services with outreach to not only the media but also civil society in Austria, Hungary, Slovakia and Slovenia. The service also coordinates public information actions with United Nation organs, specialized agencies and other entities based in Vienna to ensure a unified message. In addition to the $2,169,400 for post requirements, $287,500 for non-post requirements, reflecting a decrease of $32,100, is requested for travel of staff, external translation and printing of publications into local languages, media and public information services during major conferences and operating requirements, including general operating expenses, supplies and materials and furniture and equipment.

Table 27.15 **Resource requirements: United Nations field offices, information component**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	2 287.5	2 287.5	12	12
Non-post	810.4	671.7	—	—
Total	**3 097.9**	**2 959.2**	**12**	**12**

27.32 The amount of $2,959,200 provides for (a) the continuation of 12 posts in 8 field offices in Armenia, Azerbaijan, Belarus, Eritrea, Georgia, Kazakhstan, Ukraine and Uzbekistan ($2,287,500), to serve as representatives of the Department of Public Information in carrying out information activities, and (b) non-post costs ($671,700), reflecting a decrease of $138,700. The decrease results from reduced requirements, based on expenditure patterns, in most non-post categories, other staff costs, contractual services, general operating expenses, hospitality and supplies and materials.

Table 27.16 **Resource requirements: United Nations information centres**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	31 858.7	31 791.7	255	255
Non-post	7 913.1	8 298.6	—	—
Subtotal	**39 771.8**	**40 090.3**	**255**	**255**
Extrabudgetary	1 593.7	1 728.0	—	—
Total	**41 365.5**	**41 818.3**	**255**	**255**

27.33 The amount of $40,090,300 provides for (a) the continuation of 250 posts, as well as the establishment of five National Officer posts, offset by a corresponding abolition of five local level posts ($31,791,700), and (b) non-post costs ($8,298,600). The additional requirement of $385,500 under non-post requirements relates in large part to the cost recovery fees charged by UNDP for the administration and management of the 40 United Nations information centres in developing countries and increases in the rental of premises and utilities, partially offset by reduced requirements for furniture and equipment. Concerning posts, the establishment of five National Information Officer positions is required. The incumbents of these posts will take the leading role in the United Nations Communications Groups/United Nations country teams at the country level and ensure that the United Nations speaks with one voice. These resources for the national officer posts will be offset by the abolition of five corresponding local level posts.

Subprogramme 2
News services

Resource requirements (before recosting): $62,423,400

27.34 The subprogramme will be implemented primarily by the News and Media Division, supported by the Office of the Spokesperson for the Secretary-General, and by the network of United Nations information centres, information components and regional information centres and services, where applicable.

27.35 The objective will be accomplished through the timely delivery of accurate, balanced and, where feasible, customized news and information materials and services, namely, radio, television, photographic, print and Internet, to media and other users globally, utilizing new information technologies to reach a wider audience more quickly. Multilingualism and developing country media will be particular priorities of the subprogramme's outreach efforts.

27.36 New information technologies will also enable the subprogramme to focus on improving access from the field, especially during breaking news. Other benefits from modernization will include enhanced productivity and integration across different media, resulting in a coordinated and seamless multimedia service.

27.37 A cohesive promotional and distribution strategy will build more innovative partnerships with major broadcasters. These collaborations will help meet the needs of a global audience by offering to radio and television networks and to outlets on the Web and other new electronic forms of dissemination, quality programmes that reflect the priorities identified by Member States,

including the Millennium Development Goals. Special programmes will be produced and distributed, as required.

Table 27.17 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen support for the United Nations by increasing the geographic range and frequency of use by media outlets and other users of timely news and information products about the Organization.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased utilization by media organizations and other users of news and information about the United Nations	(a) (i) Increased number of partnerships with radio and television networks, by language and by region *Performance measures* 2004-2005: 317 partnerships Estimate 2006-2007: 365 partnerships Target 2008-2009: 384 partnerships (ii) Increased number of page views of the United Nations website, including the News Centre, by official language *Performance measures* (Average monthly page views) 2004-2005: 26.6 million Estimate 2006-2007: 27.4 million Target 2008-2009: 28.2 million
(b) Timely access by news organizations and other users to daily meetings-coverage press releases, television packages, photos and other information products	(b) Maintenance of the current percentage of products meeting deadlines *Performance measures* 2004-2005: 90 per cent Estimate 2006-2007: 90 per cent Target 2008-2009: 90 per cent

External factors

27.38 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that national and international media organizations will participate in partnerships and co-productions and that political, economic and other factors will enable media organizations to access and redisseminate United Nations information material.

Outputs

27.39 During the biennium, the following outputs will be delivered:

(a) Other substantive activities (regular budget):

(i) Recurrent publications:

a. *Basic Facts about the United Nations* (biennial, in English, French and Spanish);

b. *Image and Reality* (online, biennial, in English, French and Spanish);

c. Production and issuance in hard copy and/or on the Internet of institutional reference publications, including *United Nations in Brief* (in six official languages), and the reference paper on United Nations conferences and observances (in English and French);

d. Reprinting of the Charter of the United Nations and of the Statute of the International Court of Justice in all six official languages, as necessary;

(ii) Booklets, fact sheets, wallcharts, information kits: publication of the United Nations Daily News bulletin (print) based on coverage provided by the United Nations News Service on the Web;

(iii) Press releases, press conferences:

a. Arranging of press conferences for the Secretary-General, the Deputy Secretary-General, other senior United Nations officials and representatives of Member States and of the United Nations system;

b. Coordination of the placement of opinion pieces and other articles by the Secretary-General and senior United Nations officials in print media around the world;

c. Holding of briefings (including arranging briefing programmes and background briefings by senior United Nations officials), interviews and other direct outreach, including the issuance of media alerts, for media correspondents and journalists at United Nations offices and around the world;

d. Issuance of briefing notes on press conferences and briefings by the Secretary-General, the Deputy Secretary-General, delegations and other senior Secretariat and United Nations officials, including daily briefings by United Nations spokespersons;

e. Production of press reviews of major developments in the news, as requested by senior United Nations officials;

f. Provision of accreditation and liaison services and distribution of official documents to media representatives in connection with their coverage of United Nations activities, including media liaison for the Secretary-General;

g. Provision of coverage of open meetings of the General Assembly and the Economic and Social Council and their subsidiary bodies, Security Council proceedings and other intergovernmental meetings held at United Nations offices; coverage of United Nations conferences and special events; and dissemination of the resulting press releases, backgrounders and round-ups, as well as of the speeches and statements of the Secretary-General, the Deputy Secretary-General and the President of the General Assembly;

h. Provision of information, in electronic format, to senior United Nations officials and other staff, of daily press clippings and news bulletins of international news stories and United Nations-related articles in the media;

(iv) Audio-visual resources:

a. Live production and broadcasting of radio news and current affairs programmes weekdays in the six official languages plus Portuguese and Kiswahili; live broadcasting on the United Nations home page (webcasting) of United Nations television programming of open meetings (General Assembly, Security Council and Economic and Social Council), conferences and other special events, press conferences and of press briefings by the Spokesperson for the Secretary-General;

b. Maintenance, preservation and conservation of United Nations audio and visual archival materials and provision of audio and visual library services; operation, management and maintenance of television and radio studios and facilities; and maintenance of the multimedia electronic news production system;

c. Photo coverage at Headquarters of General Assembly, Security Council and other meetings, conferences, events and activities, including those of the Secretary-General; and photo coverage in the field of the Secretary-General's activities and of the Organization's work for distribution to news organizations and delegations and for posting on the United Nations home page;

d. Production and dissemination of video materials, features and programmes related to the work of the Organization, including "United Nations in Action", "21st Century" and "Year in Review", and co-productions with United Nations agencies and other organizations;

e. UNIFEED — Production and transmission of 10 minutes of television news packages six days a week via APTN satellite feed to television stations worldwide; includes video from UNTV, as well as from other content providers in the United Nations system (regular budget and extrabudgetary);

f. Production and dissemination of weekly, biweekly and monthly taped programmes in six official and six non-official languages (Bangla, Bahasa Indonesia, French Creole, Dutch, Hindi and Urdu);

g. Promotion and maximization of the use of United Nations audio-visual products through outreach activities to television and radio broadcasters and the building of innovative partnerships;

h. Television coverage of General Assembly, Security Council and other meetings, and other events and activities, including those featuring the Secretary-General, for distribution to news organizations;

i. Coverage by the United Nations News Service, through continuous updating on the Internet and publication of a daily news digest, of breaking United Nations stories and other related developments at Headquarters and around the world, including reporting on the activities of the Secretary-General, the Deputy Secretary-General and other senior officials, and the work of United Nations bodies, offices, programmes, agencies and peacekeeping operations;

j. Development, maintenance and coordination of the United Nations website and the development of new websites for all upcoming United Nations conferences, observances and special events in six official languages, as well as maintenance

and enhancement of the United Nations News Centre website, the Spokesperson's home page, the Secretary-General's web page, the audio-visual page, including the databases for accessing photo, radio and video materials, and the news elements of other sites on the United Nations home page.

Table 27.18 **Resource requirements: subprogramme 2**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	43 828.4	44 224.7	199	198
Non-post	19 128.1	18 198.7	—	—
Subtotal	**62 956.5**	**62 423.4**	**199**	**198**
Extrabudgetary	62.5	153.4	1	—
Total	**63 019.0**	**62 576.8**	**200**	**198**

27.40 The distribution of resources between the two main organizational units responsible for subprogramme 2, News services, is set out below.

Table 27.19 **Resource requirements: Office of the Spokesperson for the Secretary-General**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	2 955.0	2 955.0	12	12
Non-post	245.6	248.8	—	—
Total	**3 200.6**	**3 203.8**	**12**	**12**

27.41 The amount of $3,203,800 provides for (a) the continuation of 12 posts ($2,955,000) to regularly inform the Secretary-General of major breaking news stories from around the world and to provide advice on media relations to the Secretary-General, the Deputy Secretary-General and senior Secretariat officials, and (b) non-post costs ($248,800), including an increase of $3,200 relating to travel of staff, reflecting experience in connection with accompanying the Secretary-General on missions, partially offset by reduced requirements for hospitality and supplies and materials.

Table 27.20 **Resource requirements: News and Media Division**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	40 873.4	41 269.7	187	186
Non-post	18 882.5	17 949.9	—	—
Subtotal	**59 755.9**	**59 219.6**	**187**	**186**
Extrabudgetary	62.5	153.4	1	—
Total	**59 818.4**	**59 373.0**	**188**	**186**

27.42 The amount of $59,219,600 provides for (a) the 186 posts ($41,269,700) reflected in table 27.20, including an increase of $611,200, which reflects the delayed impact of the four new P-4 posts established in 2006-2007 and the outward redeployment of one P-2 post to subprogramme 3, Outreach and knowledge-sharing services, and (b) non-post resources ($17,949,900) reflecting a net reduction of $932,600, which relate mainly to lower requirements in contractual services, supplies and materials and furniture and equipment.

Subprogramme 3
Outreach and knowledge-sharing services

Resource requirements (before recosting): $37,342,800

27.43 The subprogramme will be implemented by the Outreach Division, which includes the Civil Society Service, the Dag Hammarskjöld Library and Knowledge-Sharing Centre, other United Nations libraries, as applicable, the Sales and Marketing Section and the secretariat of the Publications Board.

27.44 These offices will work to inform and stimulate debate on the Organization's priority issues through outreach efforts targeted to the public and in alliance with key partners, including non-governmental organizations, the academic community, educational institutions, depository libraries, other representatives of civil society and the media. They will also work to provide timely and up-to-date information products and services to facilitate the work of Member States, Secretariat staff and researchers and to support internal communications at the United Nations. The offices will provide a forum, through conferences, briefings, exhibits, publications and teaching materials, where intellectual input can be made to policy development by the United Nations and Member States in consonance with the mandates they have endorsed.

27.45 The objective will be accomplished by expanding the Division's relationships with internal and external partners and by involving those audiences in the concerns addressed by the United Nations. Emphasis in the area of information management carried out, in particular by the Dag Hammarskjöld Library and Knowledge-Sharing Centre, will be based on the needs of clients to access information in support of the goals of the Organization. Increased focus will be placed on coaching and training, support for staff and delegates on information management using technological tools and strengthened internal communications at the global level. Full use will be made of the opportunities provided by information and communications technologies, including the Internet, webcasting and videoconferencing, to reach larger audiences, encouraging their

interaction with the Organization and enhancing their access to information about the United Nations and global issues. Management and preservation of the collections of the Library and digitization of the official United Nations collections will be addressed to ensure improved access and preservation. The Steering Committee for the Modernization and Integrated Management of United Nations Libraries, led by the Department of Public Information, works in partnership with other United Nations libraries to establish common policies, standards and services, including methods for evaluating and measuring the performance of library services.

Table 27.21 **Objectives for the biennium, expected accomplishments and indicators of achievement and performance measures**

Objective of the Organization: To enhance understanding of the role, work and concerns of the United Nations and to encourage the exchange of ideas, information and knowledge in support of the goals of the Organization.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened and expanded relationships with partners	(a) (i) Increased partnerships with relevant organizations within the United Nations system and externally *Performance measures* 2004-2005: 1,997 partnerships Estimate 2006-2007: 2,030 partnerships Target 2008-2009: 2,070 partnerships
(b) Increased awareness of outreach and knowledge-sharing services and products	(b) (i) Maintained level of clients expressing satisfaction with the subprogramme's products and services *Performance measures* 2004-2005: 90 per cent Estimate 2006-2007: 90 per cent Target 2008-2009: 90 per cent (ii) Increased number of page views of the subprogramme's websites *Performance measures* (Average monthly page views) 2004-2005: 1.6 million Estimate 2006-2007: 1.8 million Target 2008-2009: 2 million

External factors

27.46 Subprogramme 3 is expected to achieve its objectives and expected accomplishments on the assumption that: (a) civil society institutions, redisseminators and other partners, including other organizations of the United Nations system, are able to collaborate with the Department; (b) academic interest in the principles, activities and concerns of the United Nations does not diminish; (c) target audience access to services and programmes is not inhibited owing to infrastructure, security or other issues; and (d) the interest of stakeholders in information will continue to grow.

Outputs

27.47 During the biennium, the following final outputs will be delivered:

(a) Other substantive activities (regular budget):

(i) Recurrent publications:

a. *Index to Proceedings of the Economic and Social Council*;

b. *Index to Proceedings of the General Assembly*;

c. *Index to Proceedings of the Security Council*;

d. *UN Chronicle* (English and French);

e. *United Nations Development Business procurement publication* (twice monthly, multilingual) (extrabudgetary);

f. *Yearbook of the United Nations* (regular budget/extrabudgetary);

(ii) Seminars for outside users: Unlearning Intolerance seminar series;

(iii) Exhibits, guided tours, lectures:

a. Conduct guided tours for the general public and special tours by arrangement;

b. Develop, install and maintain tour route at Headquarters;

c. Numerous briefing programmes organized on a broad range of United Nations topics for interested groups, either in-house, outside speaking engagements or videoconferences;

d. Numerous seminars, conferences and round tables, organized in partnership with United Nations departments, agencies and programmes, governments, academics, civil society and the media;

e. Response to public inquiries, mainly by electronic means but also orally and by hard copy, on issues of concern to the United Nations, including the provision of special kits for teachers;

f. Select, design, organize and install exhibits at Headquarters;

(iv) Booklets, fact sheets, wallcharts, information kits:

a. Develop and/or revise curriculum materials for classrooms about the United Nations and the global issues on its agenda;

b. Electronic calendar of NGO briefings;

c. Final report for the Annual Department of Public Information/NGO Conference;

d. NGO Link, an electronic newsletter for NGOs;

e. Produce new or revised fact sheets, brochures, briefing papers, posters and booklets to respond to frequently asked questions and concerns and to inform the general public of United Nations affairs;

f. Revision and updating of "Three Ways You Can Help";

(v) Press releases, press conferences: Press conferences and press releases to announce new outreach partnerships and special events, exhibit openings, conferences and seminars;

(vi) Special events:

a. Annual "educators' day" at Headquarters, in association with an NGO and the New York City and State Boards of Education;

b. Communications workshops for NGOs and orientation programme for newly associated NGOs;

c. International Day of Peace, an annual event involving students and videoconferencing to several locations;

d. Organization of special events and the promotion of observances of selected commemorative days and years in partnership with other United Nations departments, agencies and programmes, Governments and civil society; United Nations Day Concert;

e. "Stories from the Field", an annual documentary film festival highlighting the Millennium Development Goals in videos, produced in collaboration with the New School and a professional film-makers association;

f. United Nations Student Conference on Human Rights, an annual event involving videoconferencing to several locations, held in association with selected NGOs and teachers' groups;

g. At selected United Nations events, organize the participation of prominent personalities and/or other celebrities as advocates to promote United Nations programmes and increase outreach; organize premiere screenings with celebrity hosts, media and private sector partners;

(vii) Technical material:

a. Compilation of bibliography portion of the *Juridical Yearbook*;

b. Coordination of the services of the United Nations System Electronic Information Acquisition Consortium for external online information services;

c. Coordination of shared indexing network with United Nations libraries away from Headquarters;

d. Databases of United Nations statistics for educators and students;

e. Design and production of all matter of print materials, wallcharts and/or posters;

f. Development and maintenance of iSeek, the United Nations Secretariat Intranet, and development of an internal communications strategy for the Secretariat;

g. Digitization of retrospective United Nations documents of major organs, in all languages, covering certain years from microfiche or hard copy and uploaded to the Official Document System;

h. Expansion of portal to online information services covering subjects of current interest to the Organization;

i. Integrated television programming and online content in partnership with media networks, celebrities, United Nations agencies and NGOs;

j. Maintenance and expansion of the Dag Hammarskjöld Library's websites in all the official languages;

k. Maintenance and updating of various websites (for example, *UN Chronicle*, NGOs, Exhibits, Public Inquiries, Guided Tours, United Nations Works website, United Nations Messengers of Peace);

l. Maintenance of the Dag Hammarskjöld Library computer hardware, software and databases;

m. Networking with the Global Legal Information Network;

n. Networking with United Nations system libraries through inter-agency meetings on knowledge-sharing and information management;

o. NGO Directory: maintenance and updating of the database of non-governmental organizations associated with the Department;

p. Online discussion forums, videoconferences, video chats for educators and students;

q. Personal information consultation and coaching for delegates, staff of the permanent missions and United Nations staff as part of the personal knowledge management programme;

r. Provision of knowledge-sharing services for the United Nations Secretariat, including knowledge capture and advisory services for developing best practices;

s. Provision of reference, research, loan and inter-library loan services, including responding to an increased volume of e-mail queries from users worldwide;

t. Public service announcements (usually television) in the context of United Nations communication campaigns;

u. Regular preparation of the United Nations Bibliographic Information System (UNBIS) Thesaurus records in all the official languages to allow multilingual retrieval from UNBIS and ODS;

v. Selection, acquisition and weeding of core information sources in traditional media (inter alia, books, serials and government documents);

w. UNBISnet — Web-based database, including bibliographic, factual, authority and thesaurus files in six languages;

x. United Nations documents and publications collected, checklisted, indexed, maintained and preserved;

y. Video and DVDs for schools and the general public on the work of the United Nations and how it is improving peoples' lives;

z. *UN Chronicle* online, online editions of the magazine in six official languages, with posting of educations links and special features; *UN Chronicle* e-alerts; *UN Chronicle* feature service (online);

(viii) Contribution to joint outputs: inter-agency collaboration in the development of online, television and educational content for media partnerships;

(ix) Documentation for inter-agency meetings: curriculum materials in partnership with other departments and agencies;

(b) Technical cooperation (regular budget):

(i) Advisory services: provision of advisory services to departmental reference collections at Headquarters, as well as small United Nations libraries in the field;

(ii) Training courses, seminars and workshops: training programmes for, inter alia, delegates, staff of permanent missions, United Nations staff, government officials, depository librarians, NGOs and interns;

(iii) Seminars and lectures organized for journalists and broadcasters from developing countries and countries in transition, a six-week annual training programme mandated by the General Assembly.

Table 27.22 **Resource requirements: subprogramme 3**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	33 103.4	33 175.3	161	161
Non-post	4 538.5	4 167.5	—	—
Subtotal	**37 641.9**	**37 342.8**	**161**	**161**
Extrabudgetary	4 022.3	3 805.8	10	10
Total	**41 664.2**	**41 148.6**	**171**	**171**

27.48 The amount of $37,342,800 provides for combined activities associated with the continuation of subprogramme 3, Outreach and knowledge-sharing services, which includes library services, outreach services, including, inter alia, the Holocaust remembrance and Rwanda genocide outreach programmes. This represents (a) 161 posts, as reflected in table 27.22 ($33,175,300), reflecting an increase of $71,900, which relates to the inward redeployment of a P-2 post from subprogramme 2, News services, to strengthen the internal communications capacity of the newly established Internal Communications Unit in the Dag Hammarskjöld Library and Knowledge-Sharing Centre (DHLink), and an outward redeployment of a General Service (Other level) post to programme support, and (b) non-post requirements ($4,167,500), reflecting a decrease of $371,000 owing mainly to lower requirements for other staff costs, supplies and materials and furniture and equipment, partially offset by increases in general operating expenses relating to increased contributions to support the central data-processing infrastructure and maintenance of office automation equipment.

Special conferences

Table 27.23 **Resource requirements**

Category	Resources (thousands of United States dollars) 2006-2007	2008-2009 (before recosting)	Posts 2006-2007	2008-2009
Regular budget				
Non-post	378.5	809.9	—	—
Total	**378.5**	**809.9**	**—**	**—**

27.49 A non-recurrent provision of $809,900 provides for public information activities in support of seven special conferences scheduled for the biennium 2008-2009: the High-level Conference on Terrorism ($135,600); the Meeting of Landlocked and Transit Development Countries ($39,000); the biennial meeting of States on Small Arms ($119,200); the special session of the General Assembly devoted to Disarmament ($326,600); the follow-up conference on financing for development ($64,500); the review of the progress achieved on HIV/AIDS (Global Crisis-Global Actions) ($84,900); and the high-level (ministerial) dialogue on financing for development ($40,100). The estimated resource requirements will provide for promotional public information activities before and after the special conferences in 2008-2009, including personal service contracts for media liaison, contractual services for the preparation, printing, and translation of promotional material (press kits, posters, brochures, etc.) and general operating expenses.

C. Programme support

Resource requirements (before recosting): $8,158,600

27.50 The Executive Office provides the administrative, managerial and programme support necessary for the implementation of the mandated activities of the Department of Public Information. It assists the Under-Secretary-General in the preparation of the biennial programme plan and priorities, the preparation, administration and monitoring of the programme budget and the management of trust funds and other extrabudgetary resources, provides relevant support services for the efficient utilization of human resources and plans and controls and coordinates requirements related to general office administration. It also handles the Department's information technology needs, including the maintenance and upgrading of computer equipment and user applications.

Table 27.24 **Resource requirements: programme support**

Category	Resources (thousands of United States dollars) 2006-2007	2008-2009 (before recosting)	Posts 2006-2007	2008-2009
Regular budget				
Post	4 333.7	4 477.3	22	23
Non-post	2 787.4	3 681.3	—	—
Total	**7 121.1**	**8 158.6**	**22**	**23**

27.51 The amount of $8,158,600 provides for (a) the continuation of 22 posts, ($4,477,300), and an increase of $143,600 owing to the inward redeployment of a General Service (Other level) post from subprogramme 3, Outreach and knowledge-sharing service, which has strengthened the Information Technology Team and enhanced the ability of the Department to fulfil its various mandates which rely extensively on the smooth and efficient operations of the LAN, computers and host of software applications; and (b) non-post requirements ($3,681,300), reflecting an increase of $893,900 owing primarily to the provisions for the departmental share of centrally provided data-processing infrastructure services and support costs, partially offset by reduced requirements in other staff costs, supplies and materials, and furniture and equipment.

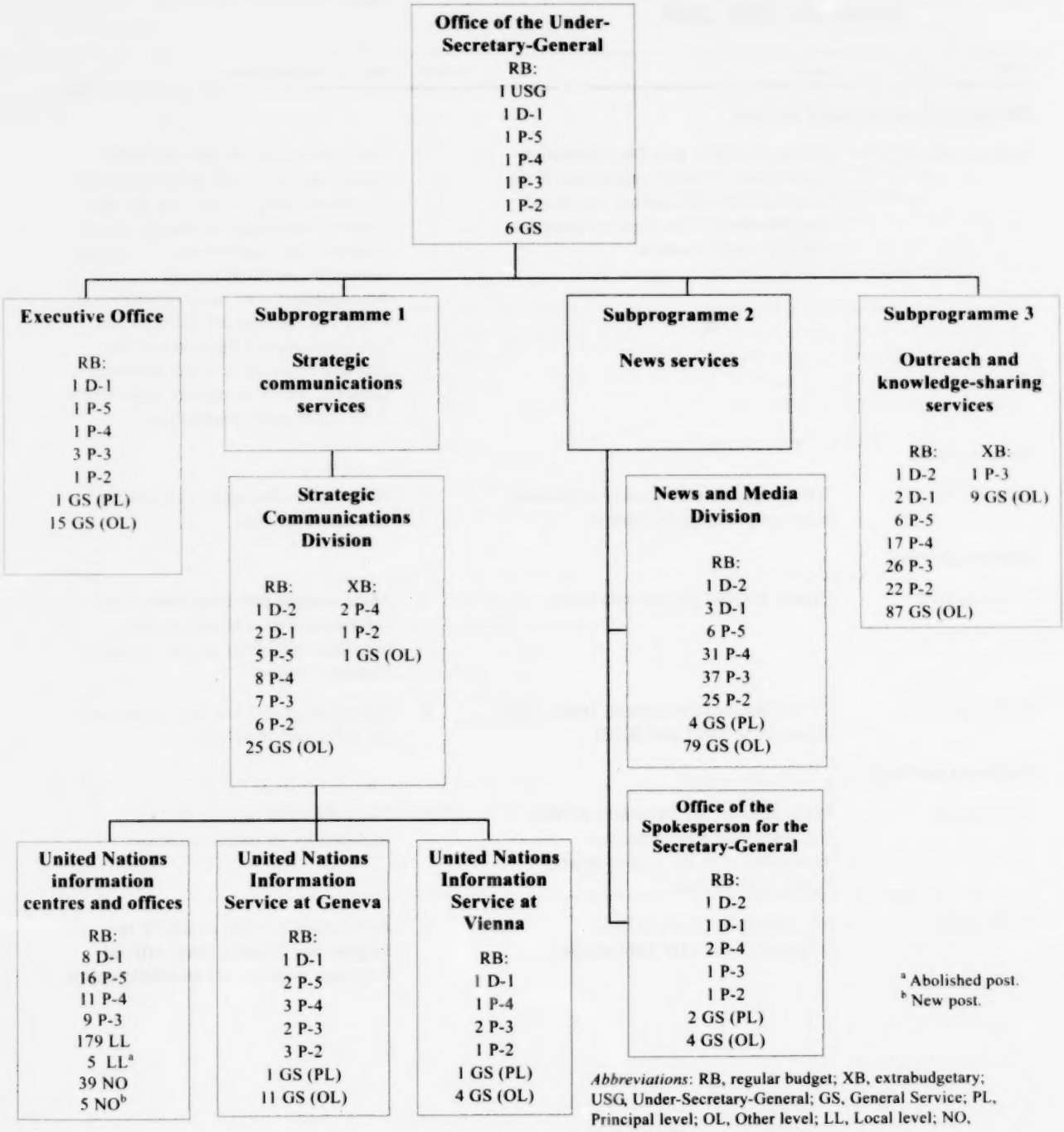
Table 27.25 **Summary of follow-up action taken to implement the relevant recommendations of the oversight bodies**

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/60/7 and Corr.1)	
The Advisory Committee recommended the integration of the two subprogrammes of Library services and Outreach services (para. VII.10).	For the biennium 2008-2009, the library and outreach services have been integrated as a subprogramme named Outreach and knowledge-sharing services.
The Advisory Committee requested that steps to rationalize the administration of the United Nations libraries be given consideration (para. VII.11).	A report of the Secretary-General on new strategic directions for United Nations libraries was submitted in 2005 to the Committee on Information as a result of the initiative of the Steering Committee for the Modernization and Integrated Management of United Nations Libraries (Steering Committee). The report discussed innovative approaches, tools and new capacities required to rationalize the work of United Nations libraries. In 2006, a follow-up report of the Secretary-General on new strategic directions (A/AC.198/2006/2) was submitted to the Committee on Information. United Nations libraries are becoming centres of knowledge. Through the current Steering Committee work programme, specific actions with deadlines have been determined to ensure rationalization of the administration of the United Nations libraries.
The Advisory Committee requested an analysis of the expected savings resulting from the establishment of the regional United Nations information centre in Western Europe, as well as a report on what was achieved (para. VII.14).	The rationale behind the regionalization of the United Nations information centres was to consolidate the limited resources available to the field network of the Department of Public Information into a critical mass in a smaller number of locations for greater impact. The establishment of the United Nations Regional Information Centre in Brussels permitted the

Brief description of the recommendation	*Action taken to implement the recommendation*
	Department to redeploy staff resources that had previously been concentrated in information centres in developed countries to those in developing countries. The reports of the Secretary-General to the Committee on Information on the further rationalization of the network of United Nations information centres (A/AC.198/2005/3) and on the continued rationalization of the network of United Nations information centres (A/AC.198/2006/1) provided details on what had been achieved through the establishment of the regional centre in Brussels and elaborated on the realignment and continued rationalization of the rest of the information centre network. The report in 2005 also noted that there were significant one-time costs attached to the closure and consolidation of the information centres in Western Europe in terms of liquidation costs, staff separation packages and start-up costs.
The Advisory Committee further requested a cost/benefit analysis on the establishment of the regional United Nations information centre in Western Europe and that these studies lead to an effective reprioritization of the activities of the Department (para. VII.14).	The reports of the Secretary-General to the Committee on Information on the further rationalization of the network of United Nations information centres (A/AC.198/2005/3) and on the continued rationalization of the network of United Nations information centres (A/AC.198/2006/1) reflected the Department's analyses of the human and financial resources required and available for further regionalization as well as the experience gained as a result of the closure and consolidation of information centres in Western Europe. In addition, the Under-Secretary-General for Communications and Public Information has continued to consult Member States, individually and through regional groups, on this issue. With the Committee's endorsement, the Department has pursued a process of rationalization of the information centre network, including the redeployment of posts to information centres in developing countries. In particular, it has strengthened the information centres in three key locations (Cairo, Mexico City and Pretoria) to enable them to provide more effective strategic guidance and support to

Brief description of the recommendation	*Action taken to implement the recommendation*
	information centres in their respective regions in meeting communications challenges and achieving greater impact in their work at the country level.
The Committee requested information on the outcome of the three-year collaborative project between the Office of Internal Oversight Services and the Department of Public Information (VII.14, VII.18).	The report on the successful completion of the three-year collaborative project between the Department of Public Information and the Office of Internal Oversight Services to assess the effectiveness of United Nations public information projects has been issued (A/AC.198/2006/4 and Corr.1). Member States reviewed the report and noted its findings with appreciation (see A/61/21, para. 10).
The Advisory Committee noted with interest the recent issuance of the Secretary-General's bulletin on the Publications Board (ST/SGB/2005/15) and expected that a comprehensive review of publications be completed by the end of 2005 (para. VII.19).	In accordance with the Secretary General's Bulletin of 24 May 2005 on the Publications Board (ST/SGB/2005/15), the Executive Committees on Economic and Social Affairs, Humanitarian Affairs, Peace and Security, and Development Cooperation, reviewed the publications programmes proposed by their respective constituents in order to avoid duplication and fragmentation. The consolidated publications programmes which have thus been reviewed and approved are submitted by the Executive Committees to the Publications Board for endorsement.

Public information
Organizational structure and post distribution for the biennium 2008-2009



[a] Abolished post.
[b] New post.

Abbreviations: RB, regular budget; XB, extrabudgetary; USG, Under-Secretary-General; GS, General Service; PL, Principal level; OL, Other level; LL, Local level; NO, National Officer.

Annex

Outputs produced in 2006-2007 not to be carried out in the biennium 2008-2009

A/60/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
Strategic communication services			
Para. 27.24 (a) (i)	Special Political and Decolonization Committee (Fourth Committee) of the General Assembly during its annual consideration of the item on questions relating to information	2	The Committee, which considers questions relating to information on an annual basis, is serviced by the Fourth Committee secretariat, which is part of the Department for General Assembly and Conference Management. The main contribution of DPI to the Special Political and Decolonization Committee is the drafting of a report of the Secretary-General, which is already listed in the 2008-2009 work programme
News services			
Para. 27.38 (v)	2006 production of weekly or monthly radio programmes in Turkish	1	No broadcasters were transmitting these programmes
Library services			
27.46 (a) (i) d.	United Nations Documents Index	5	More current and comprehensive information is available online through UNBISNet on the United Nations Internet
27.46 (a) (i) d.	United Nations Documents Index (four issues each, 2002 and 2003)	6	[duplicate entry] see above; account for prior period activity
Outreach services			
27.52 (a) (i)	Publication of the *Directory of Non-Governmental Organizations Associated with the Department of Public Information*	1	The published version will be replaced by an online directory
27.52 (a) (i)	*UN Chronicle* (in six official languages, quarterly publication)	8	Publication is made available in English and French, other official language versions are available online

A/60/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
27.52 (a) (iii) a.	A newsletter, DPI/NGO link (print and electronic)	2	Replaced by a more appropriate invitation corresponding to relevant information related to Department of Public Information/NGO briefings and events. Most of the Department of Public Information/link content was based on the United Nations News Centre and replicated information available to NGOs via United Nations and Department of Public Information/NGO websites
27.52 (a) (iii) d.	Monthly dissemination of information to NGOs on the United Nations system publications, accreditation and registration forms, invitations to NGO-related events at the United Nations	2	Mailings have been reduced from 12 to 6 times a year. Most information is disseminated via e-mail; the 200 NGOs without e-mail continue to receive information via regular mail
27.54	United Nations Conference to Review the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects	1	Non-recurrent activity
27.54	United Nations Conference to Review the Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks	1	Non-recurrent activity
27.54	High-level dialogue of the General Assembly on international migration and development	1	Non-recurrent activity
	Total	**30**	

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Proposed programme budget for the biennium 2008-2009*

Part VIII
Common support services

Section 28
Management and support services

(Programme 24 of the biennial programme plan and priorities for the period 2008-2009)**

* A summary of the approved programme budget will subsequently be issued as *Official Records of the General Assembly, Sixty-second Session, Supplement No. 6* (A/62/6/Add.1).

** *Official Records of the General Assembly, Sixty-first Session, Supplement No. 6* (A/61/6/Rev.1).

07-36818 (E) 070607

Overview

28.1 The overall purpose of the programme, the responsibility for which is vested in the Department of Management and the administrative services of the United Nations Office at Geneva, the United Nations Office at Vienna and the United Nations Office at Nairobi, is to enhance the efficiency and effectiveness of the Organization in managing its resources in three broad management areas, namely, finance, human resources and support services; to provide support services to the intergovernmental processes of the Organization; to secure financing for the mandated programmes and activities of the Secretariat; and to support the implementation of those programmes and activities.

28.2 The programme derives its mandates from relevant articles of the Charter of the United Nations, specifically Articles 8, 17, 97, 100 and 101, as well as the Financial Regulations and Rules of the United Nations, the Staff Regulations and Rules, the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, General Assembly resolutions 41/213 and 42/211 and the successive annual resolutions on the review of the efficiency of the administrative and financial functioning of the United Nations, as well as resolutions 52/12 A and B, 57/300, 58/269, 60/1, 60/260 and 60/283, addressing issues of the reform and revitalization of the Organization, and other relevant resolutions.

28.3 The programme is oriented principally towards fully meeting management reform measures, including those approved by the General Assembly, with the support of a communication strategy that ensures that Member States, managers and staff are fully informed of and engaged in the efforts to ensure a more effective and results-oriented Organization.

28.4 Details on the composition of the activities proposed under the section along with their specific objectives, expected accomplishments and indicators of achievements and the related resource requirements are contained in subsections A to G of this section.

Table 28.1 **Summary of requirements by component and source of funds**

(Thousands of United States dollars)

(1) *Regular budget*

Component	*2004-2005 expenditure*	*2006-2007 appropriation*	*Resource growth*		*Total before recosting*	*Recosting*	*2008-2009 estimate*
			Amount	*Percentage*			
A. Office of the Under-Secretary-General for Management	11 558.8	19 959.1	(6 876.5)	(34.5)	13 082.6	747.4	13 830.0
B. Office of Programme Planning, Budget and Accounts	28 897.7	32 917.5	5 374.2	16.3	38 291.7	2 227.8	40 519.5
C. Office of Human Resources Management	56 870.0	67 557.4	4 434.8	6.6	71 992.2	4 637.1	76 629.3
D. Office of Central Support Services	227 122.9	245 408.8	2 061.7	0.8	247 470.5	17 140.5	264 611.0
E. Administration, Geneva	101 389.7	107 192.8	186.1	0.2	107 378.9	3 478.8	110 857.7
F. Administration, Vienna	32 022.8	35 297.4	(181.3)	(0.5)	35 116.1	1 437.9	36 554.0
G. Administration, Nairobi	15 446.3	19 645.2	4 296.1	21.9	23 941.3	3 124.5	27 065.8
Subtotal	**473 308.2**	**527 978.2**	**9 295.1**	**1.8**	**537 273.3**	**32 794.0**	**570 067.3**

(2) *Extrabudgetary*

	2004-2005 expenditure	*2006-2007 estimate*	*2008-2009 estimate*
(a) Services in support of:			
(i) United Nations organizations:			
Support to extrabudgetary administrative structures	47 819.2	55 636.1	56 497.6
Integrated Management Information System Fund	—	718.0	—
(ii) Extrabudgetary activities:			
Support to extrabudgetary substantive activities	18 948.8	21 720.8	22 508.3
Technical cooperation reimbursement resources	3 614.7	4 049.4	4 012.0
Peacekeeping operations	52 785.6	80 859.9	91 477.9
Trust Fund for German Language Translation	222.7	207.1	207.1
(b) Substantive activities:			
United Nations Fund for International Partnerships	478.8	304.0	304.0
Tax Equalization Fund	1 180.9	1 583.8	1 583.8
United Nations Democracy Fund	—	323.9	323.9
French Language Trust Fund	19.8	10.0	10.0
Secretariat News Trust Fund	4.0	—	—
Trust Fund for Staff Health Promotion	17.1	21.9	21.9
Special account for travel services	1 390.0	1 912.8	1 912.8
Special account for rental and maintenance of premises	42 474.7	46 540.0	52 804.3
Special account for IMIS	1 498.6	443.1	—
Common services support account	773.9	837.1	—
Telecommunications support account	21 280.7	25 423.1	25 384.7
Subtotal	**192 509.5**	**240 591.0**	**257 048.3**
Total (1) and (2)	**665 817.7**	**768 569.2**	**827 115.6**

Table 28.2 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*2004-2005 expenditure*	*2006-2007 appropriation*	*Resource growth*		*Total before recosting*	*Recosting*	*2008-2009 estimate*
			Amount	*Percentage*			
Posts	240 442.8	263 822.4	8 063.7	3.1	271 886.1	15 399.6	287 285.7
Other staff costs	8 225.7	8 740.2	825.3	9.4	9 565.5	494.8	10 060.3
Consultants and experts	813.0	3 377.8	(1 550.1)	(45.9)	1 827.7	119.6	1 947.3
Travel of representatives	—	177.2	(177.2)	(100.0)	—	—	—
Travel of staff	1 568.8	1 648.3	473.4	28.7	2 121.7	138.0	2 259.7
Contractual services	39 506.8	57 255.7	5 924.5	10.3	63 180.2	4 302.0	67 482.2
General operating expenses	139 313.4	155 337.9	3 353.8	2.2	158 691.7	10 942.8	169 634.5
Hospitality	8.3	26.2	—	—	26.2	1.6	27.8
Supplies and materials	6 375.0	6 895.1	(212.6)	(3.1)	6 682.5	390.4	7 072.9
Furniture and equipment	17 137.3	14 776.0	(5 424.3)	(36.7)	9 351.7	524.3	9 876.0
Improvement of premises	187.7	—	—	—	—	—	—
Grants and contributions	19 729.5	15 921.4	(1 981.4)	(12.4)	13 940.0	480.9	14 420.9
Subtotal	**473 308.2**	**527 978.2**	**9 295.1**	**1.8**	**537 273.3**	**32 794.0**	**570 067.3**

(2) *Extrabudgetary*

Object of expenditure	*2004-2005 expenditure*	*2006-2007 estimate*	*2008-2009 estimate*
Posts	84 764.5	107 071.1	118 733.0
Other staff costs	15 223.2	23 872.8	20 227.0
Consultants and experts	1 340.9	4 309.3	4 289.7
Travel of staff	1 657.5	2 974.9	2 902.6
Contractual services	4 620.0	7 640.7	7 772.9
General operating expenses	81 486.5	87 392.9	96 390.0
Supplies and materials	1 863.0	2 196.6	2 150.6
Furniture and equipment	1 039.0	3 547.9	3 177.2
Grants and contributions	9.6	—	—
Other	505.3	1 584.8	1 405.3
Subtotal	**192 509.5**	**240 591.0**	**257 048.3**
Total (1) and (2)	**665 817.7**	**768 569.2**	**827 115.6**

Table 28.3 **Post requirements**

Category	*Established regular budget posts*		*Temporary posts*				*Total*	
			Regular budget		*Extrabudgetary*			
	2006-2007	*2008-2009*	*2006-2007*	*2008-2009*	*2006-2007*	*2008-2009*	*2006-2007*	*2008-2009*
Professional and above								
USG	1	1	—	—			1	1
ASG	3	3	—	—			3	3
D-2	13	15	—	—	1	1	14	16
D-1	26	27	—	—	6	6	32	33
P-5	70	72	—	—	21	19	91	91
P-4/3	218	227	6	3	146	158	370	388
P-2/1	58	58	1	1	11	14	70	73
Subtotal	**389**	**403**	**7**	**4**	**185**	**198**	**581**	**605**
General Service								
Principal level	67	68	—	—	25	28	92	96
Other level	687	687	2	2	232	277	921	966
Subtotal	**754**	**741**	**2**	**2**	**257**	**305**	**1 013**	**1 062**
Other								
Local level	51	84	—	—	194	144	245	228
National Officer	—	1	—	—	3	3	3	4
Trades and Crafts	100	100	—	—	3	3	103	103
Subtotal	**151**	**185**	**—**	**—**	**200**	**150**	**351**	**335**
Total	**1 294**	**1 343**	**9**	**6**	**642**	**653**	**1 945**	**2 002**

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Proposed programme budget for the biennium 2008-2009*

Part VIII
Common support services

Section 28A
Office of the Under-Secretary-General for Management

(Programme 24 of the biennial programme plan and priorities for the period 2008-2009)**

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* A summary of the approved programme budget will subsequently be issued as *Official Records of the General Assembly, Sixty-second Session, Supplement No. 6* (A/62/6/Add.1).

** *Official Records of the General Assembly, Sixty-first Session, Supplement No. 6* (A/61/6/Rev.1).

07-28925 (E) 010607

Overview

28A.1 The Department of Management is responsible for the implementation of the programme of work under this section. The activities programmed under section 28A fall under programme 24, Management and support services, of the biennial programme plan for the period 2008-2009.

28A.2 The Department of Management will aim to ensure that all new or revised management policies, procedures and internal controls meet or exceed the expectations of Member States as reflected in the resolutions and decisions of the General Assembly, as well as relevant regulations and rules of the United Nations. The capacity of managers to deliver mandated programmes will be strengthened through improved management training, more focused programme planning, more effective use of results-based management and regular and systematic monitoring and evaluation practices. The Department will also closely monitor oversight body recommendations, identify material weaknesses and ensure that remediation plans are developed.

28A.3 Human resources management reform will continue to reflect the multicultural environment of the Organization and will be implemented to empower staff, increase their flexibility and mobility in adapting to the priorities of the Organization and enhance their ability to carry out their work more effectively. The Department will continue to support and strengthen the integration of the gender perspective into the work of the Organization, in fulfilment of its leading role in implementing gender-sensitive policies.

28A.4 Moreover, the Department will maintain its leadership role within the United Nations common system. By partnering with other organizations of the system, it will strengthen existing common and joint services and expand and develop new common and joint services among United Nations organizations when such services would be more efficient and cost-effective than existing decentralized arrangements.

28A.5 Furthermore, the Department will provide substantive and/or technical secretariat support to the Administrative and Budgetary (Fifth) Committee of the General Assembly, the Committee for Programme and Coordination, the Committee on Contributions, the Advisory Committee on Administrative and Budgetary Questions and the Board of Auditors.

28A.6 In the present programme budget proposal for the biennium 2008-2009, the objectives, expected accomplishments and indicators of achievement have been revised under subprogrammes 1 (a), Management services, and 1 (b) Administration of justice, to take into account the transfer of the responsibility for formulating decisions on appeals from the Department of Management to the Office of the Secretary-General, pursuant to General Assembly resolution 59/283, and the transfer of the secretariat of the Headquarters Committee on Contracts from the Office of Central Support Services to the Office of the Under-Secretary-General for Management, as approved by the Assembly in its resolution 61/252. Pursuant to Assembly resolution 58/269, the programmatic aspects of the revisions will be submitted to the Committee for Programme and Coordination at its forty-seventh session for review in connection with its programmatic role in the planning and budgeting process.

28A.7 With the implementation of the above adjustments and the realignment of functions under this section, the Office for Oversight and Internal Justice will be abolished and the Office for Policy, Analysis and Oversight Support created. The Office will be responsible for developing and implementing management policies and reform initiatives, monitoring and evaluating programmes and services of the Department of Management, tracking and reporting on the implementation of oversight body recommendations and promoting accountability and management evaluation within the Secretariat. With this substantive reinforcement of the overall Office, the Principal Office will

be streamlined, and its main functions will be the coordination of the offices comprising the Department of Management and the provision of support to the Under-Secretary-General.

28A.8 The overall level of resources for the Office of the Under-Secretary-General for Management under the regular budget amounts to $13,082,600, before recosting, reflecting a decrease of $6,876,500, or 34.5 per cent, against the 2006-2007 revised appropriation. The net reduction relates primarily to the transfer of one P-5 post to section 1, Overall policymaking, direction and coordination, and the removal of one-time provisions for various reviews related to the internal justice system, the user needs definition and implementation plan for the enterprise resource planning system, United Nations oversight and governance, and budgetary and human resources policies. These adjustments are summarized by component as follows:

(a) The decrease of $3,031,700 under executive direction and management relates to a decrease of $2,602,400 in non-post resources, reflecting the removal of one-time consultancy and general temporary assistance provisions approved during the biennium 2006-2007 for the review of the internal justice system and the preparation of the user needs definition and implementation plan for the new enterprise resource planning system and a decrease of $429,300 in post resources resulting from the redeployment of two P-5 posts to the management services component of subprogramme 1 in exchange for one P-4 post;

(b) The net decrease of $3,887,000 under programme of work relates to:

(i) A net decrease of $3,697,400 under the management services component, comprising a decrease of $4,126,700 related mainly to one-time non-post requirements approved in the biennium 2006-2007 in the context of the 2005 World Summit Outcome (General Assembly resolution 60/1) to provide administrative and secretarial support for reviews of budgetary and human resources policies, regulations and rules and to provide for travel, consultancy services and operational requirements for a governance and oversight review, partially offset by an increase of $429,300 arising from the post redeployments mentioned above;

(ii) A net decrease of $194,800 under the administration of justice component, comprising a net decrease of $197,700 for posts mainly as a result of the outward transfer of one P-5 post to section 1, Overall policymaking, direction and coordination, to implement paragraph 17 of resolution 59/283, partially offset by an increase of $2,900 for non-post requirements;

(iii) An increase of $5,200 under the services to the Fifth Committee and the Committee for Programme and Coordination component for non-post requirements under general operating expenses;

(c) The increase of $42,200 under programme support relates to an increase in the share of costs related to centrally provided data-processing infrastructure services, maintenance and support.

28A.9 It is recalled that the following issues are under consideration by the General Assembly:

(a) In his note (A/61/758) containing his comments on the recommendations contained in the report of the Redesign Panel on the United Nations system of administration of justice (A/61/205), the Secretary-General estimated the time and resources needed to implement the Panel's recommendations. The note is currently under consideration by the Assembly at the first part of its resumed sixty-first session. Accordingly, the proposed resource redeployments and growth sought by the Secretary-General have not been incorporated into the present budget section;

(b) In his report on strengthening of the Office of Internal Oversight Services (A/61/610), the Secretary-General has proposed that responsibility for management consulting services be transferred from the Office of Internal Oversight Services to the present budget section. Pending decisions by the Assembly on the transfer of those functions, the redeployment of related resources from section 29, Internal oversight, to the present budget section has not been reflected.

28A.10 Related resource requirements would be incorporated into the budget appropriation at the time of adoption of the programme budget for the biennium 2008-2009, in December 2007, in the light of the decisions of the General Assembly on those questions.

28A.11 As concerns the longer-term resource requirements related to the replacement of the Integrated Management Information System with a next-generation enterprise resource planning system or other comparable system, the results of the user needs definition and implementation plan will be detailed and considered in the context of a comprehensive report to be submitted to the Assembly at its sixty-second session.

28A.12 For the biennium 2008-2009, the amount of extrabudgetary resources is estimated at $4,715,400. Those resources are derived from programme support income received as reimbursement for services provided by the central administration to extrabudgetary activities, as well as from the support account for peacekeeping operations in the areas of substantive and technical services provided to the Fifth Committee and the Committee for Programme and Coordination, oversight support, administration of justice and secretariat services provided to the Headquarters Committee on Contracts and Property Survey Board.

28A.13 Pursuant to General Assembly resolution 58/269, resources in the amount of $90,600 have been identified under the regular budget within the available capacity of the Office under subprogramme 1 for monitoring and evaluation activities, comprising four work-months at the Professional level and two work-months at the General Service level and a provision of $16,000 for consultancy services.

28A.14 The estimated percentage distribution of resources under this section is as shown in table 28A.1.

Table 28A.1 **Distribution of resources by component**

(Percentage)

Component	*Regular budget*	*Extrabudgetary*
A. Executive direction and management	18.4	—
B. Programme of work		
Management services	27.3	28.2
Administration of justice	14.8	25.0
Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	10.3	6.0
Subtotal B	**70.8**	**59.2**
C. Programme support	29.2	40.8
Total	**100.0**	**100.0**

28A.15 The distribution of resources is summarized in tables 28A.2 and 28A.3.

Table 28A.2 Resource requirements by component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2004-2005 expenditure	2006-2007 appropriation	Resource growth		Total before recosting	Recosting	2008-2009 estimate
			Amount	Percentage			
A. Executive direction and management	2 652.2	5 442.0	(3 031.7)	(55.7)	2 410.3	130.9	2 541.2
B. Programme of work	5 591.8	10 745.7	(3 887.0)	(36.2)	6 858.7	386.3	7 245.0
C. Programme support	3 314.8	3 771.4	42.2	1.1	3 813.6	230.2	4 043.8
Subtotal	**11 558.8**	**19 959.1**	**(6 876.5)**	**(34.5)**	**13 082.6**	**747.4**	**13 830.0**

(2) *Extrabudgetary*

	2004-2005 expenditure	2006-2007 estimate	2008-2009 estimate
Subtotal	**3 068.6**	**4 768.6**	**4 715.4**
Total (1) and (2)	**14 627.4**	**24 727.7**	**18 545.4**

Table 28A.3 Post requirements

Category	Established regular budget posts		Temporary posts				Total	
			Regular budget		Extrabudgetary			
	2006-2007	2008-2009	2006-2007	2008-2009	2006-2007	2008-2009	2006-2007	2008-2009
Professional and above								
USG	1	1	—	—	—	—	1	1
D-2	2	2	—	—	—	—	2	2
D-1	3	3	—	—	1	1	4	4
P-5	10	9	—	—	—	—	10	9
P-4/3	6	6	—	—	5	4	11	10
P-2/1	—	—	—	—	1	1	1	1
Subtotal	**22**	**21**	**—**	**—**	**7**	**6**	**29**	**27**
General Service								
Principal level	4	4	—	—	—	—	4	4
Other level	24	24	—	—	2	1	26	25
Subtotal	**28**	**28**	**—**	**—**	**2**	**1**	**30**	**29**
Total	**50**	**49**	**—**	**—**	**9**[a]	**7**[b]	**59**	**56**

[a] Includes extrabudgetary posts for support for extrabudgetary substantive activities (2 P-3 and 1 P-2/1) and for peacekeeping operations (1 D-1, 2 P-4, 1 P-3 and 2 General Service (Other level)).

[b] Includes extrabudgetary posts for support for extrabudgetary substantive activities (2 P-3 and 1 P-2/1) and for peacekeeping operations (1 D-1, 1 P-4, 1 P-3 and 1 General Service (Other level)).

A. Executive direction and management

Resource requirements (before recosting): $2,410,300

28A.16 The Under-Secretary-General for Management is responsible for the formulation of the Organization's management policies and has overall responsibility for the management of the financial, human and physical resources of the Organization. The Under-Secretary-General for Management formulates policies and provides policy guidance, coordination and direction on management reform issues. She represents the Secretary-General on management matters in relation to governing bodies, agencies in the common system and administrative advisory bodies and monitors emerging management issues throughout the Secretariat. The Under-Secretary-General is responsible for maintaining close liaison with host-country authorities and Member States on all substantive aspects of financial, budgetary, personnel and common support services matters. She provides strategic guidance and management oversight concerning the implementation of the capital master plan project. The Under-Secretary-General for Management also directs and manages the activities of the Department of Management.

28A.17 In discharging her responsibilities, the Under-Secretary-General for Management is supported by the Director of the Office of the Under-Secretary-General and the Principal Office. The Director advises the Under-Secretary-General on policy issues relating to the implementation of management reform initiatives in the Secretariat and coordinates management to ensure the efficient functioning of the Office. The Director directs and supervises the activities of the Principal Office, the Office for Policy, Analysis and Oversight Support and the Executive Office and guides and supervises the secretariat of the Headquarters Committee on Contracts and Property Survey Board as well as the secretariats of the Joint Appeals Board, the Joint Disciplinary Committee, the Panel on Discrimination and Other Grievances and the Panel of Counsel regarding the operational aspects of their functioning. The Director also maintains contact with other organizations and agencies and with host-country authorities on management and facilities issues. Support is provided to the Under-Secretary-General in inter-agency meetings such as the High Level Committee on Management of the United Nations System Chief Executives Board for Coordination (CEB). The Principal Office acts as a focal point for information and for the integration of all aspects of the work of the Department. It oversees the implementation of departmental policies and guidelines; coordinates intradepartmental activities, including necessary follow-up; and consults, negotiates and coordinates with other departments, offices, funds and programmes on matters of common concern.

Table 28A.4 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures in order to provide an effective management culture across the Organization.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Programme of work is effectively managed	(a) Improved management performance and timely delivery of outputs and services *Performance measures* (Percentage of respondents expressing the view that the Department of Management is more efficient in the delivery of services and more client focused) 2004-2005: • Delivery of services: 32 per cent • Client focus: 39 per cent Estimate 2006-2007: • Delivery of services: 45 per cent • Client focus: 50 per cent Target 2008-2009: • Delivery of services: 55 per cent • Client focus: 55 per cent
(b) Improved geographical representation and gender balance of staff	(b) (i) Increased percentage of staff recruited from unrepresented and underrepresented Member States in the Department *Performance measures* 2004-2005: zero per cent Estimate 2006-2007: 50 per cent Target 2008-2009: 50 per cent (ii) Increased percentage of women candidates at the Professional level and above for appointments of one year or longer

	Performance measures 2004-2005: 41 per cent Estimate 2006-2007: 50 per cent Target 2008-2009: 52 per cent
(c) Enhanced policy coherence in the management of the activities of the United Nations	(c) Improved communication and coordination of information-sharing between senior management and administrative officials of all duty stations *Performance measures* (Increased number of meetings each year between the Office of the Under-Secretary-General for Management and executive officers and chiefs of administration of United Nations duty stations) 2004-2005: 15 executive officer and 12 manager forum meetings per year Estimate 2006-2007: 17 executive officer and 13 manager forum meetings per year Target 2008-2009: 18 executive officer and 18 manager forum meetings per year

External factors

28A.18 The objectives and expected accomplishments under executive direction and management are anticipated to be accomplished under the assumption that all stakeholders will extend their full cooperation and support to the Department in implementing management improvements.

Outputs

28A.19 During the biennium 2008-2009, the following outputs will be delivered:

(a) Representation of the Secretary-General at meetings of United Nations intergovernmental bodies on various administrative and financial issues as and when required;

(b) Cooperation with other organizations of the United Nations system on issues relating to a common approach to financial and administrative management, including contributions to meetings of the CEB High Level Committee on Management;

(c) Liaison with the host Government, non-governmental organizations and other external entities on management and other resource-related issues;

(d) Monitoring and coordination of departmental activities to ensure the efficient functioning of the Office and with the Department;

(e) Strategic guidance and management oversight concerning the implementation of the capital master plan.

Table 28A.5 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	2 658.4	2 229.1	8	7
Non-post	2 783.6	181.2	—	—
Subtotal	**5 442.0**	**2 410.3**	**8**	**7**
Extrabudgetary	—	—	—	—
Total	**5 442.0**	**2 410.3**	**8**	**7**

28A.20 Resources amounting to $2,410,300, reflecting a net decrease of $3,031,700, will provide for seven posts and operational requirements such as travel of staff, general operating expenses, hospitality and supplies and equipment. The decrease in post resources in the amount of $429,300 reflects the outward redeployment of two P-5 posts from this component to subprogramme 1 (a), Management services, in exchange for one P-4 Administrative Officer post. Following the realignment of functions in the Office, it is expected that the P-4 post would provide support and assistance to the Principal Officer in performing assigned responsibilities related to the coordination of departmental activities, including liaison with intergovernmental bodies such as the Advisory Committee on Administrative and Budgetary Questions, the Committee for Programme and Coordination, the General Assembly and other policymaking organs, as appropriate. The incumbent would contribute to the work of the Office in undertaking and supporting the development and evaluation of special projects related to productivity strategy, the streamlining of processes and other management-related issues.

B. Programme of work

Table 28A.6 **Resource requirements by component**

	Resources (thousands of United States dollars)		*Posts*	
Component	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Management services	7 274.9	3 577.5	11	12
Administration of justice	2 126.8	1 932.0	9	8
Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	1 344.0	1 349.2	5	5
Subtotal	**10 745.7**	**6 858.7**	**25**	**25**
Extrabudgetary	3 085.7	2 789.8	9	7
Total	**13 831.4**	**9 648.5**	**34**	**32**

Regular budget resource requirements by component

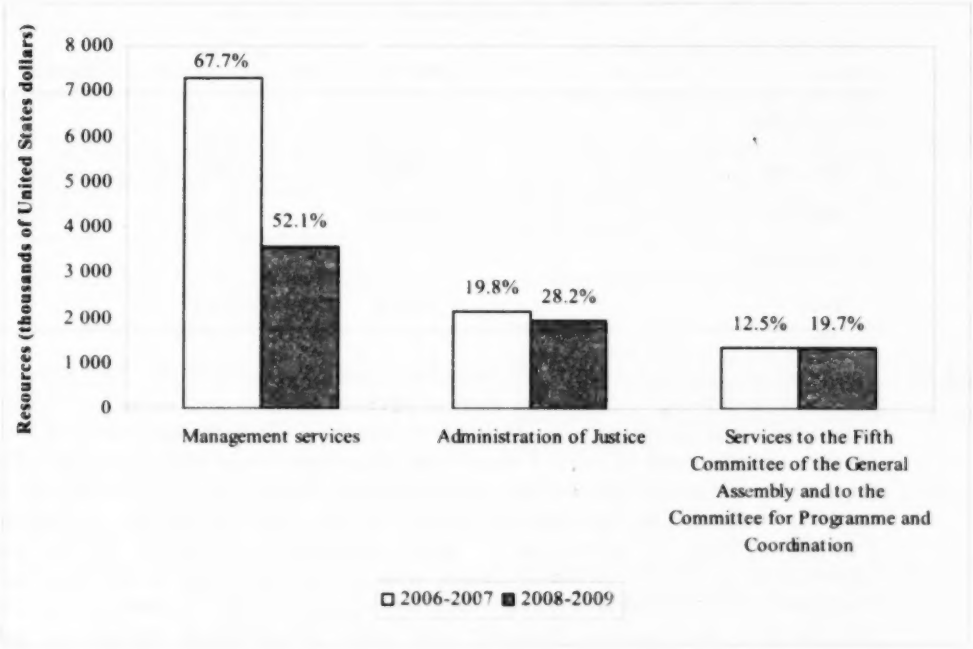


Table 28A.7 **Distribution of resources by component**

(Percentage)

Component	*Regular budget*	*Extrabudgetary*
Programme of work		
Management services	52.1	47.6
Administration of justice	28.2	42.3
Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	19.7	10.1
Total	**100.0**	**100.0**

Subprogramme 1[1]
Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Table 28A.8 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	6 161.7	6 393.3	25	25
Non-post	4 584.0	465.4	—	—
Subtotal	**10 745.7**	**6 858.7**	**25**	**25**
Extrabudgetary	3 085.7	2 789.8	9	7
Total	**13 831.4**	**9 648.5**	**34**	**32**

(a) Management services

Resource requirements (before recosting): $3,577,500

28A.21 This component of subprogramme 1 is implemented by the Office for Policy, Analysis and Oversight Support and the secretariat of the Headquarters Committee on Contracts and Property Survey Board. The overarching goal of the Office for Policy, Analysis and Oversight Support is to increase managerial accountability, simplify and strengthen administrative processes and improve programme delivery throughout the Organization. To that end, the Office will monitor, evaluate and report on current management practices and develop and implement new or revised management policies and reforms. The Office will work towards increasing productivity, efficiency and cost-effectiveness throughout the Organization and will prioritize the strengthening of accountability and transparency in work processes. The Office for Policy, Analysis and Oversight Support will facilitate interaction with the three main oversight bodies (the Board of Auditors, the Joint Inspection Unit and the Office of Internal Oversight Services), follow up on their observations and recommendations and ensure that those observations and recommendations are effectively introduced into executive management processes and that remedial action taken by the Administration is reported promptly to the oversight bodies.

28A.22 The secretariat of the Headquarters Committee on Contracts and Property Survey Board will ensure that proposed contract awards are based on fairness, integrity and transparency and comply with applicable financial regulations and rules and procurement policies and procedures.

[1] The Department of Management at Headquarters is solely responsible for the implementation of subprogramme 1.

Table 28A.9 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve management capacity and administrative services throughout the Secretariat as a means of enhancing effectiveness, efficiency and transparency.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved Secretariat management policies, procedures and internal controls that fully comply with legislative mandates and relevant regulations and rules	(a) Percentage of new and revised management policies, procedures and internal controls that fully comply with legislative mandates and relevant regulations and rules *Performance measures* 2004-2005: 100 per cent Estimate 2006-2007: 100 per cent Target 2008-2009: 100 per cent
(b) Elimination of internal control and material weaknesses identified by audit bodies within the Organization	(b) Material weaknesses and reportable conditions are identified and remediation plans are in place *Performance measures* (Percentage of main recommendations of the Board of Auditors that have a target date and assigned responsibility for implementation) 2004-2005: not available Estimate 2006-2007: 90 per cent Target 2008-2009: 90 per cent
(c) Improved business processes	(c) (i) Improvement in the timeliness of business processes (reduction in the number of months, weeks or days required) *Performance measures* (Number of business process areas with reduced timeline requirements) 2004-2005: 1 Estimate 2006-2007: 3 Target 2008-2009: 3 (ii) Efficiency gains resulting from business process improvements

	Performance measures (Number of business process areas producing efficiency gains) 2004-2005: 1 Estimate 2006-2007: 3 Target 2008-2009: 3
(d) Improved methods, tools and techniques to assess efficiency and productivity in key management and service functions	(d) Number of benchmarks and other improved methods and tools utilized by the Secretariat to assess efficiency and productivity and submission of reports to the General Assembly on them *Performance measures* 2004-2005: 1 Estimate 2006-2007: 2 Target 2008-2009: 2
(e) Increased efficiency in the review of the awarding of contracts and the disposal of assets, and fairness, integrity, transparency and compliance with the relevant rules and regulations	(e) (i) Decreased average amount of time required for the handling of the Headquarters Committee on Contracts cases *Performance measures* (Number of days required for the processing of Headquarters Committee on Contracts cases) 2004-2005: not available Estimate 2006-2007: 10 Target 2008-2009: 8 (ii) Increased number of cases handled by the Headquarters Property Survey Board *Performance measures* 2004-2005: 447 cases Estimate 2006-2007: 450 cases Target 2008-2009: 500 cases

External factors

28A.23 The objective and expected accomplishments set out in table 28A.9 are expected to be achieved on the assumption that management policies and related reform proposals will be approved by Member States and that they will continue to be implemented by offices across the Secretariat.

Outputs

28A.24 During the biennium 2008-2009, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies:

(i) Substantive servicing of meetings: approximately 12 formal meetings and 25 informal consultations of the Fifth Committee; approximately 3 formal meetings and 6 informal consultations of the Committee for Programme and Coordination; and approximately 5 meetings of the Advisory Committee on Administrative and Budgetary Questions;

(ii) Parliamentary documentation: approximately 20 reports submitted to the General Assembly, including notes by the Secretary-General commenting on reports and recommendations of the Joint Inspection Unit (10); reports of the Secretary-General concerning the review of the efficiency of the administrative and financial functioning of the United Nations (4); reports on the implementation of recommendations of the Board of Auditors (4); biennial report on United Nations system-wide management improvement (1);

(b) Administrative support services:

(i) Oversight support: consolidated reports to the oversight bodies on the status of their recommendations (10); consolidated responses to draft reports and management letters (40); consolidated comments of the Secretary-General to CEB on the implementation of the recommendations of the Joint Inspection Unit (10); semi-annual reports to the Management Performance Board and the Oversight Committee (4); responses to requests for exceptions to the standards of accommodation for air travel (250);

(ii) Implementation of an application for tracking and following up on the recommendations of the Board of Auditors, the Office of Internal Oversight Services and the Joint Inspection Unit;

(iii) Development of new administrative policies and streamlined procedures, including redefinition of roles and responsibilities of central management and programme managers, and alignment of administrative practices with global compact principles and time standards for the delivery of services;

(iv) Organization of client surveys, review and analysis of data from client surveys and development of measures to achieve progress in attaining greater client orientation in the design and delivery of administrative services;

(v) Management of data for tracking the progress and impact of United Nations system-wide management improvement measures and the preparation of a biannual report for the General Assembly;

(vi) Development of a functional referral database of recommendations made by the Headquarters Committee on Contracts;

(vii) Annual integrated reporting on the Organization's programmatic and financial performance;

(viii) Substantive and technical servicing of the Headquarters Committee on Contracts through the review of approximately 900 proposed procurement awards annually and the provision of recommendations to the Under-Secretary-General;

(ix) Training of members of local committees on contracts;

(x) Substantive and technical servicing of the Headquarters Property Survey Board through the review of more than 200 property survey cases;

(xi) Substantive backstopping for the Management Performance Board regarding the senior management compacts, the preparation of substantive recommendations on the format and indicators to be contained in the compacts and the preparation of annual assessments of actual performance compared with targets contained in the compacts for submission to the Board.

Table 28A.10 **Resource requirements: management services**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	2 867.3	3 296.6	11	12
Non-post	4 407.6	280.9	—	—
Subtotal	**7 274.9**	**3 577.5**	**11**	**12**
Extrabudgetary	1 247.2	1 328.0	4	4
Total	**8 522.1**	**4 905.5**	**15**	**16**

28A.25 Resources amounting to $3,577,500 provide for eight posts in the Office for Policy, Analysis and Oversight Support and four posts for the secretariat of the Headquarters Committee on Contracts and Property Survey Board, as well as related non-post resources. The net increase of $429,300 in post resources reflects the reorganization of activities under management services, involving the inward redeployment of two P-5 posts from the Principal Office to the Office for Policy, Analysis and Oversight Support, partially offset by the outward transfer of one P-4 post to the Principal Office under executive direction and management. This exchange of posts would provide for Senior Management Analyst and Administrative Officer posts at the P-5 level in order to match the degree of complexity and increased level of responsibilities required to effectively carry out the functions. This would strengthen the substantive capacity to perform analytical and evaluative functions in such areas as monitoring of management practices, managerial accountability, performance evaluation, reform initiatives and oversight. It would also enable the Office to enhance policy coherence and communication by providing expert advice and knowledge to programme managers and liaising with the host Government, non-governmental organizations and other external entities on management practices and other related issues. The proposals also reflect a net decrease in non-post requirements of $4,126,700 owing mainly to non-recurrent provisions approved in the biennium 2006-2007 in the context of the 2005 World Summit Outcome to provide administrative and secretarial support for reviews of budgetary and human resources policies, regulations and rules and to provide for travel, consultancy services and operational requirements for a governance and oversight review.

(b) Administration of justice

Resource requirements (before recosting): $1,932,000

28A.26 This component of the subprogramme is under the responsibility of the secretariats of the Headquarters Joint Appeals Board and Joint Disciplinary Committee, the Panel of Counsel and the Panel on Discrimination and Other Grievances in their respective areas of responsibility. While the resources for those activities are presented in a consolidated manner, the New York secretariats of the Joint Appeals Board and Joint Disciplinary Committee and the Panels are operationally independent. Consistent with the objective set out below, this component aims to facilitate a fair and effective system of justice in the Secretariat. It will be accomplished through the provision of analytical and technical services to the Joint Appeals Board, the Joint Disciplinary Committee, the Panel on Discrimination and Other Grievances and the Panel of Counsel, including assistance in processing appeals and disciplinary cases, conducting investigations, providing legal advice and conducting legal and administrative research.

28A.27 As indicated in paragraph 28A.9, the Secretary-General has submitted his comments on the recommendations contained in the report of the Redesign Panel on the United Nations system of administration of justice (A/61/205). Pending decisions of the General Assembly on the matter, the proposed resource adjustments have not been incorporated into the present budget section.

Table 28A.11 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure the fairness and effectiveness of the internal system of justice in the resolution and adjudication of internal grievances.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) A system of internal justice that is fair and effective in conformity with the human resources policies and rules of the Organization	(a) (i) Decreased average amount of time required for the disposition of appeals, from the time of the lodging of an appeal to the Joint Appeals Board at Headquarters to the submission of the Joint Appeals Board recommendations to the Secretary-General *Performance measures* 2004-2005: 25 months Estimate 2006-2007: 20 months Target 2008-2009: 18 months (ii) Decreased average amount of time required for the disposition of cases by the Joint Disciplinary Committee at Headquarters, from the receipt of a case to its submission to the Secretary-General

	Performance measures 2004-2005: 8.5 months Estimate 2006-2007: 8 months Target 2008-2009: 6 months (iii) Increased number of appeals and disciplinary cases submitted to the Secretary-General for decision *Performance measures* 2004-2005: • Appeals: 87 • Disciplinary cases: 10 Estimate 2006-2007: • Appeals: 85 • Disciplinary cases: 15 Target 2008-2009: • Appeals: 85 • Disciplinary cases: 15 (iv) Increased percentage of responses indicating satisfaction with the fairness and effectiveness of the system of internal justice *Performance measures* 2004-2005: 20 per cent Estimate 2006-2007: 30 per cent Target 2008-2009: 40 per cent
(b) Measures to ensure the timely participation of managers in the administration of justice process	(b) Material reduction in delays or extension of cases resulting from the failure of managers to respond *Performance measures* (Percentage of managers participating at all stages of the process) 2004-2005: 51 per cent Estimate 2006-2007: 55 per cent Target 2008-2009: 65 per cent

External factors

28A.28 The objective and expected accomplishments are expected to be achieved on the assumption that: (a) there will be no significant increase in the number of appeals and disciplinary cases; and (b) there will be an adequate number of volunteers serving on the Panel on Discrimination and Other Grievances, the Joint Appeals Board and the Joint Disciplinary Committee.

Outputs

28A.29 During the biennium 2008-2009, the following outputs will be delivered (regular budget and extrabudgetary):

(a) Servicing of intergovernmental and expert bodies:

(i) Substantive servicing of meetings: approximately four formal meetings and eight informal consultations of the Fifth Committee and approximately four meetings of the Advisory Committee on Administrative and Budgetary Questions;

(ii) Parliamentary documentation: annual reports to the General Assembly on the outcome of the work of the Joint Appeals Board (2); statistics on the disposition of cases and information on the work of the Panel of Counsel (2);

(b) Administrative support services:

(i) Substantive and technical servicing of the Headquarters Joint Appeals Board, Joint Disciplinary Committee and Panel of Counsel;

(ii) Training of the members of the panels of the Joint Appeals Board on substantive and procedural aspects of the internal justice system;

(iii) Provision of assistance in the settlement of cases and advice to staff members on appeals and disciplinary matters;

(iv) Provision of advice concerning amendments to the Staff Rules, administrative issuances and policies concerning disciplinary proceedings, appeals and related matters.

Table 28A.12 **Resource requirements: administration of justice**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	1 989.6	1 791.9	9	8
Non-post	137.2	140.1	—	—
Subtotal	**2 126.8**	**1 932.0**	**9**	**8**
Extrabudgetary	1 441.6	1 180.0	4	2
Total	**3 568.4**	**3 112.0**	**13**	**10**

28A.30 The amount of $1,932,000 covers the cost of eight posts and related non-post requirements for the secretariats of the Headquarters Joint Appeals Board and Joint Disciplinary Committee, the Panel on Discrimination and Other Grievances and the Panel of Counsel. A net decrease of $197,700 relates to post requirements. The decrease includes the outward transfer of one P-5 post from this section to section 1, Overall policymaking, direction and coordination to implement paragraph 17

of resolution 59/283, in which the General Assembly requested the transfer of responsibility for formulating decisions on appeals from the Department of Management to the Office of the Secretary-General. This reduction is partially offset by delayed impact provisions related to a new P-5 post approved in the biennium 2006-2007 for the presiding officer of the Joint Appeals Board. The increase of $2,900 in non-post resources relates to increased requirements for general operating expenses.

(c) Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Resource requirements (before recosting): $1,349,200

28A.31 The secretariat of the Fifth Committee and the Committee for Programme and Coordination provides substantive and technical secretariat support to those Committees, including by organizing substantive support provided by the departments and offices of the Secretariat, as well as through:

(a) The provision of proactive assistance to the chairpersons and bureaux of the Committees in connection with the strengthening and revitalization of their work as well as analytical and historical information on their proceedings with a view to developing appropriate proposals for review by the Committees;

(b) The provision of proactive assistance to representatives of Member States on all matters relating to the effective scheduling and conduct of meetings, including the provision of an advance programme of work and the timely issuance of reports and communications;

(c) Coordination of the implementation of the resolutions, decisions and recommendations adopted by the Committees.

Table 28A.13 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To facilitate deliberations and decision-making by the Fifth Committee and the Committee for Programme and Coordination.

Expected accomplishments of the Secretariat	Indicators of achievement
Improved communication on organizational and procedural aspects of meetings as well as enhanced substantive, technical and secretariat support to the Member States and other participants at the meetings	(i) Timely preparation and submission of the programmes of work and the final reports of the Fifth Committee and the Committee for Programme and Coordination to the General Assembly *Performance measures* (Percentage of meetings conducted in a timely, orderly and procedurally correct manner) 2004-2005: 100 per cent Estimate 2006-2007: 100 per cent Target 2008-2009: 100 per cent

	(ii) Decreased percentage of representatives of Member States in the Fifth Committee and the Committee for Programme and Coordination expressing dissatisfaction with the conduct of meetings and with the level and quality of technical secretariat services
	Performance measures
	2004-2005: zero per cent dissatisfied
	Estimate 2006-2007: zero per cent dissatisfied
	Target 2008-2009: zero per cent dissatisfied

External factors

28A.32 The objective and expected accomplishments set out in table 28A.13 are expected to be achieved on the assumption that: (a) meetings and sessions will be held as planned and proposals from Member States with regard to the agreed programme of work and requests for documentation will be received in a timely manner; and (b) there will be active and timely participation, cooperation and collaboration by Member States in the proceedings of each Committee.

Outputs

28A.33 During the biennium 2008-2009, the following outputs will be delivered (regular budget and extrabudgetary):

(a) Servicing of the Fifth Committee and the Committee for Programme and Coordination:

(i) Substantive and/or technical services for formal meetings and informal consultations of the Fifth Committee (approximately 460 meetings and consultations) and the Committee for Programme and Coordination (approximately 80 meetings and consultations) for the effective delivery of their mandates;

(ii) Planning and organization of activities and services related to sessions of the Committees;

(iii) Advice to the chairpersons and bureaux of the Committees and Member States;

(iv) Notes on the programme of work and on the status of documentation; 160 procedural notes for the chairpersons; substantive summaries of the meetings; and working and background papers, as required;

(b) Other substantive activities: maintenance and update of the websites of the Committees.

Table 28A.14 **Resource requirements: services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	1 304.8	1 304.8	5	5
Non-post	39.2	44.4	—	—
Subtotal	**1 344.0**	**1 349.2**	**5**	**5**
Extrabudgetary	396.9	281.8	1	1
Total	**1 740.9**	**1 631.0**	**6**	**6**

28A.34 Resources amounting to $1,349,200 will provide for the continuation of five posts and the related operational requirements of the secretariat, including overtime, general operating expenses and funds for the replacement of office automation equipment. The increase of $5,200 for non-post requirements relates to the Secretariat's share in the cost of maintaining office automation equipment.

C. Programme support

Resource requirements (before recosting): $3,813,600

28A.35 The Executive Office of the Department of Management provides central administrative services, support and advice for the Department as a whole, namely, the Office of the Under-Secretary-General, the Office of Programme Planning, Budget and Accounts, the Office of Human Resources Management, the Office of Central Support Services and the capital master plan project, in the areas of human resources, finance and general administration. It also provides similar administrative services to the secretariats of the Advisory Committee on Administrative and Budgetary Questions and the Board of Auditors. Furthermore, it centrally administers the provisions for rental of premises and alterations for the Secretariat at Headquarters as a whole.

Table 28A.15 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	3 560.1	3 560.1	17	17
Non-post	211.3	253.5	—	—
Subtotal	**3 771.4**	**3 813.6**	**17**	**17**
Extrabudgetary	1 682.9[a]	1 925.6[a]	—	—
Total	**5 454.3**	**5 739.2**	**17**	**17**

[a] Includes support account for peacekeeping operations resources centrally administered by the Executive Office for general operating expenses, supplies and materials and furniture and equipment for the Department of Management as a whole.

28A.36 The resources of $3,813,600 provide for the continuation of 17 posts and related non-post requirements. The non-post resources cover the requirements for overtime, general operating expenses, supplies and furniture and equipment for the Executive Office. The increase of $42,200 under non-post requirements relate to the costs of the share of the Office of the Under-Secretary-General as a whole in centrally provided data-processing infrastructure services as well as costs for maintenance and support of the local-area network technical infrastructure and central servers.

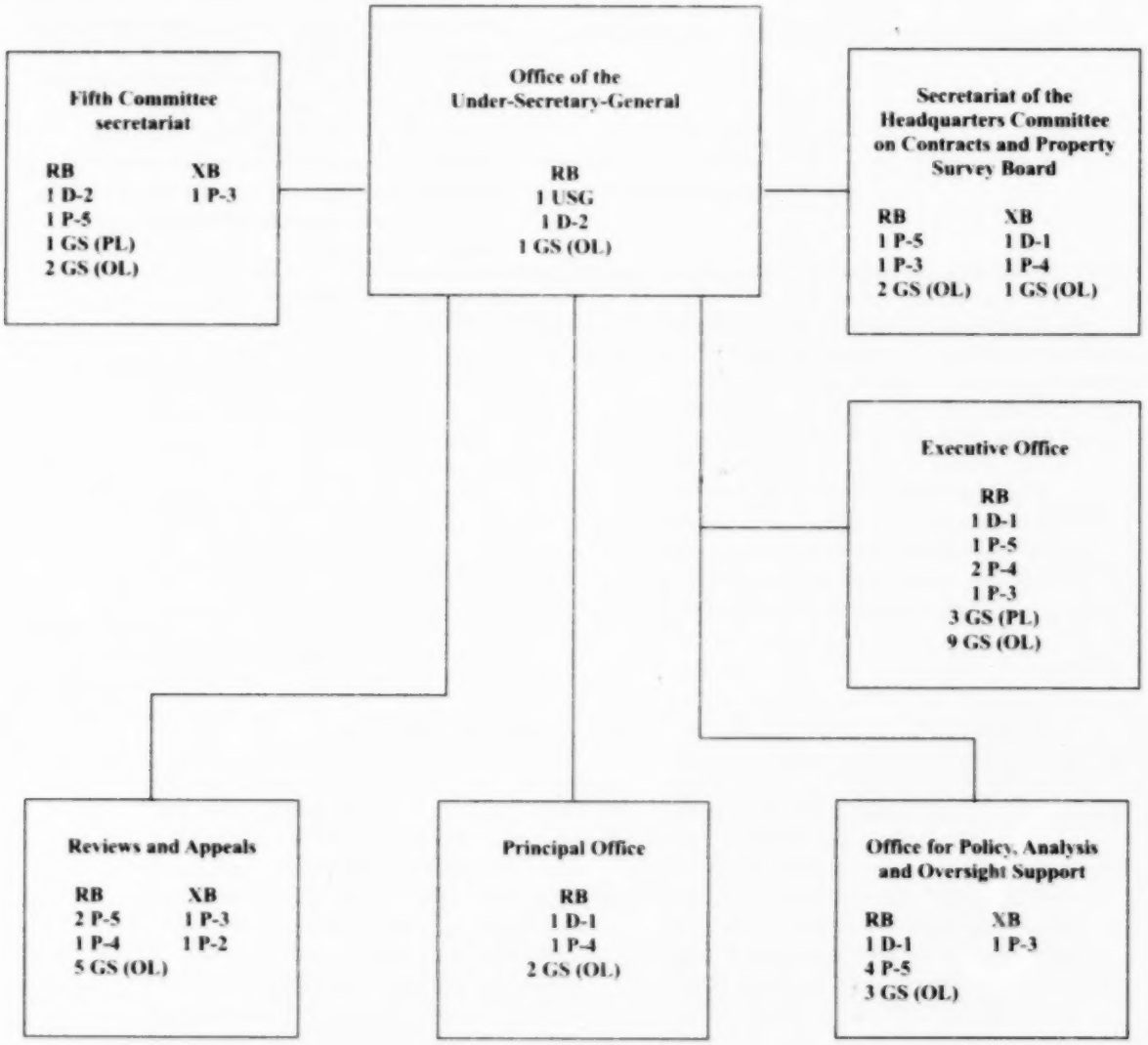
Table 28A.16 **Summary of follow-up action taken to implement the relevant recommendations of the oversight bodies**

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/58/7 and Corr.1)	
The report of the Secretary-General on progress and impact assessment of management improvement measures (A/58/70) did not meet its objective of providing an account of progress achieved as a result of management improvement measures (para. VIII.15).	A subsequent report on the progress and impact assessment of management improvement measures (A/60/70) was considered by the Committee for Programme and Coordination at its forty-fifth session (see A/60/16 and Corr.1). The Committee welcomed the initiatives of the Department of Management and noted the improvements in the presentation of the information and the refinements to the methodology, which took into account its previous recommendations (see A/58/16, paras. 30-36), as endorsed by the General Assembly in its resolution 58/268.
Board of Auditors (A/59/5, vol. I, chap. II)	
The Board recommended that the Administration: (a) implement a comprehensive and well-communicated corruption and fraud prevention plan in the United Nations system; (b) establish a corruption and fraud prevention committee that would serve as an effective framework and coordination point for a United Nations system corruption and fraud prevention mechanism; (c) conduct ethics, corruption and fraud-awareness training sessions and workshops among managers, international and local employees and other stakeholders; (d) develop appropriate resolution mechanisms for reported and detected incidents and allegations of corruption and fraud; and (e) review the investigation processes at offices away from Headquarters (para. 349).	The General Assembly, in its resolution 59/264 A, approved the recommendations and conclusions contained in the reports of the Board of Auditors on the financial reports of the United Nations. One of the recommendations was that the Secretariat and the United Nations funds and programmes develop, document and implement a plan against the risk of internal corruption and fraud, including fraud-awareness initiatives (see A/59/162, para. 147). In subsequent resolutions, the Assembly further supported the recommendation (see resolution 60/254, para. 13, and resolution 60/266, section V, para. 3).

Brief description of the recommendation	*Action taken to implement the recommendation*
	A working group was established in 2005 to draw up a comprehensive plan of action to strengthen the capacity of the Organization to prevent fraudulent and corrupt acts by staff and third parties. A short and medium-term plan of action to deal with those issues was developed in 2005 and further refined in 2006, including validation by an independent expert specializing in fraud prevention and anti-corruption measures. It is expected that the Secretary-General will report to the Assembly at its sixty-second session on the progress made in this area.

Office of the Under-Secretary-General for Management

Organizational structure and post distribution for the biennium 2008-2009



Abbreviations: RB, regular budget; XB, extrabudgetary; GS, General Service; PL, Principal level; OL, Other level.

Annex

Outputs produced in 2006-2007 not to be carried out in the biennium 2008-2009

A/60/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
28A.25 (b) (i)	Provision of advice to the Secretary-General on the disposition of staff grievances, appeals and disciplinary matters	1	Pursuant to resolution 59/283, this output will not be produced under this budget section, consistent with the transfer of responsibility for formulating decisions on appeals from the Department of Management to the Office of the Secretary-General
28A.14 (f)[a]	Report of the panel of external and independent experts to the General Assembly at its sixtieth session on the outcome of review and redesign of administration of justice system of the Secretariat (2006)	1	Completed
28A.19 (b) (vii)[b]	Management reviews mandated by the 2005 World Summit Outcome, including a review of the budgetary, financial and human resources policies, regulations and rules of the United Nations with a view to aligning them with the current and future needs of the Organization (2006); an independent external evaluation of the United Nations and specialized agencies' auditing and oversight system, including an external evaluation of the Office of Internal Oversight Services (2006)	2	Completed
		4	

[a] See A/60/303, para. 7.
[b] See A/60/537, para. 113.